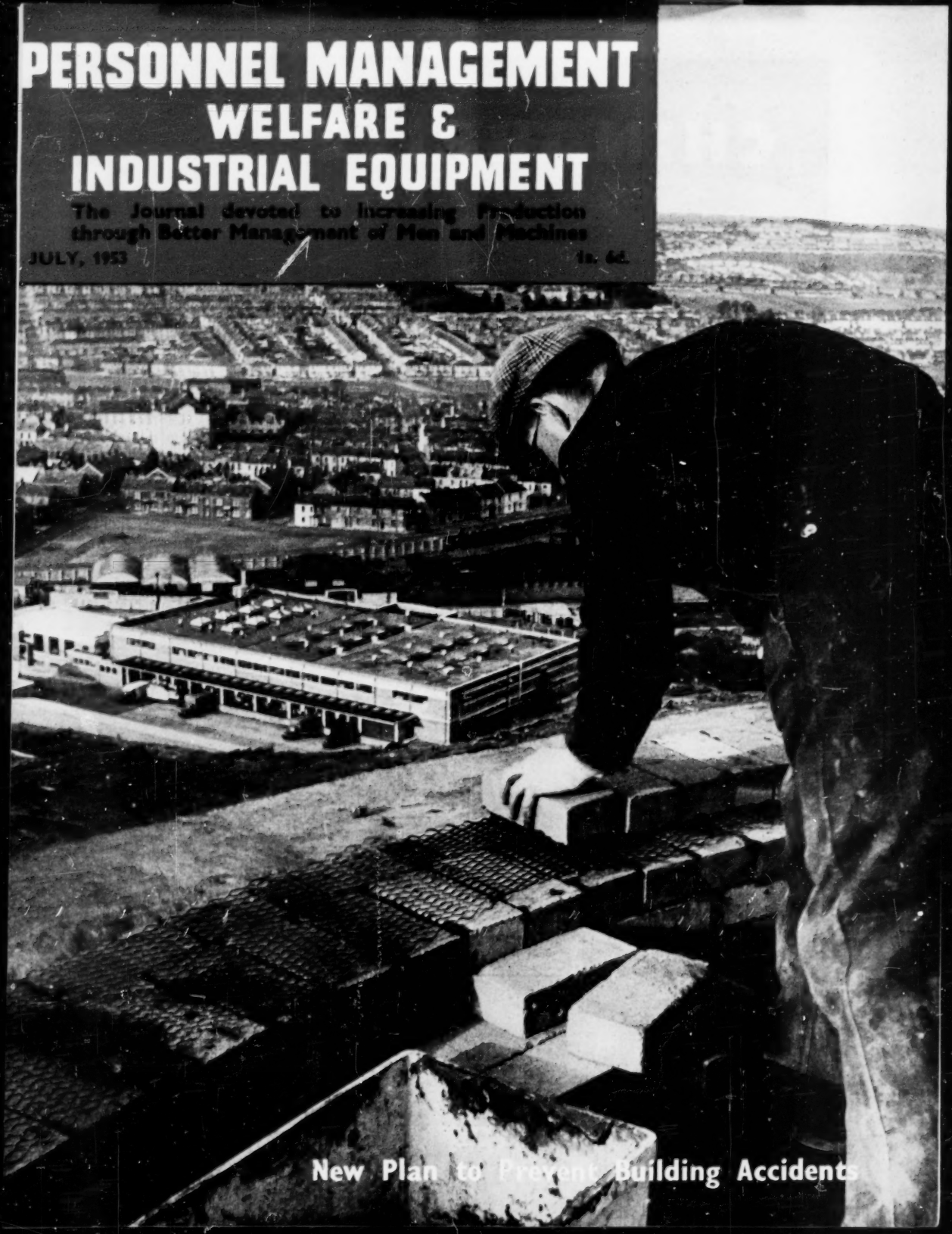
PERSONNEL MANAGEMENT WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to Increasing Production through Better Management of Men and Machines

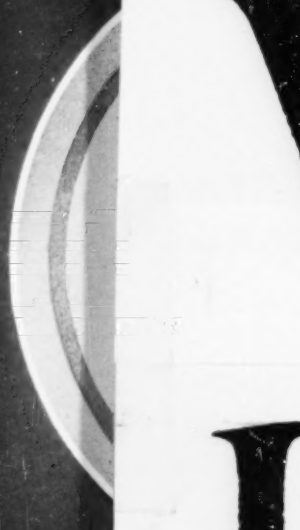
JULY, 1953 1s. 6d.



New Plan to Prevent Building Accidents

CHINABRITE

Keeps crockery sparkling white & sterile



Your · wash
be quickly and ec
the use of Chinabr
will be sterile as

DECIQUAM 223 A tas
less, taintless, instantane
Steriliser for Ice Cream
Servers.

SANIGLAS An inexpen-
sive but powerful product
for sterilising glasses in
public houses.

CHINABRITE Detergent specially graded for cleaning beer engines and pipe lines.

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Industrial lighting

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ntly and economically. Good
lighting bills; but the desired
and the elimination of waste,

ical recommendations. Falks
the scientific design of reflectors
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FALK, STADELMANN & CO. LTD

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DECIQUAM 223 A tasteless, taintless, instantaneous Steriliser for Ice Cream Servers.

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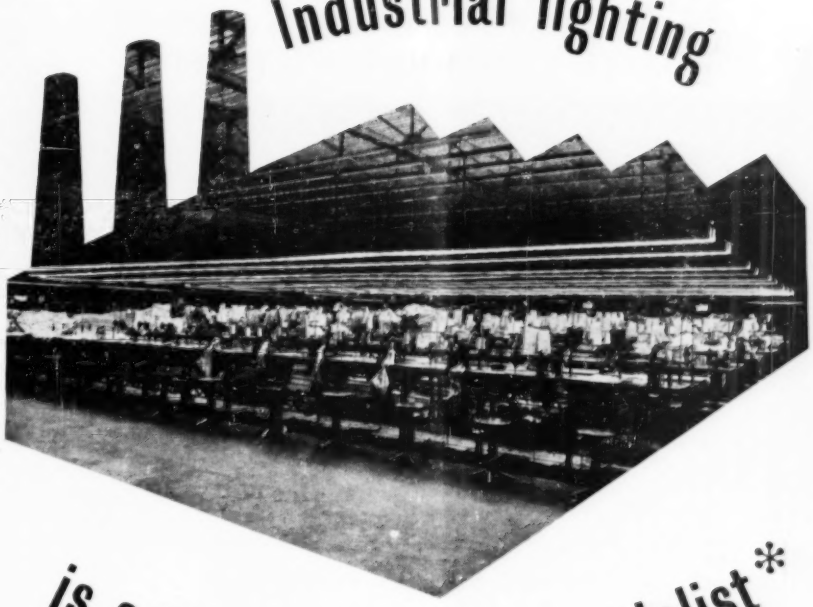
Industrial lighting



is a matter for the specialist*

Although your lighting problems are best known to yourself, the solution of them is a matter for the lighting engineer, who alone can overcome the difficulties efficiently and economically. Good light increases production, reduces fatigue, risk of accidents and cuts lighting bills; but the desired results can only be achieved by correct distribution of illumination and the elimination of waste, both matters calling for specialised knowledge.

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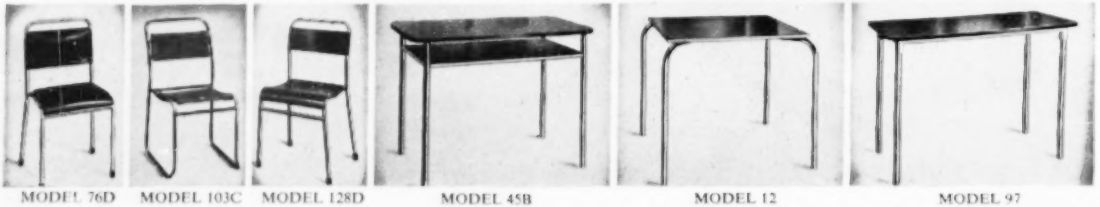

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When Domestos and Stergene are made available other cleansing materials are unnecessary. Domestos and Stergene between them fulfil every cleansing need from dish washing in the canteen (and how china sparkles when washed with Stergene) to swabbing factory floors.

STERGENE *is soapless and a wonderful grease remover. A teaspoonful in a bucket of water is enough for general cleaning, so it is truly economical.*

DOMESTOS *is a hypochlorite with all the disinfectant properties which would be expected of a product twenty times stronger than carbolic acid. Very small quantities are sufficient to ensure scrupulous cleanliness—particularly in lavatories and toilets.*

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Full particulars about Domestos and Stergene can be obtained from
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for furthering the comfort and well-being of female workers

Personnel Manageresses will know that the difficult days for female workers can constitute an industrial problem. Comfort is best maintained at these times with either Mene or Menex Sanitary Protection, which for over fifty years has been the choice and trust of womanhood. Reliable, highly absorbent, of downy softness . . . a protective back. . . . Mene and Menex possess the qualities necessary for peace of mind and ease of body. They have loop ends for snug adjustment. Write today for a special quotation for a bulk order. You can have confidence in recommending . . .

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But it went bang . . .

. . . . and there was Mary, with a smutty overall, a pale face and a very nasty finger! "A week with a gap at the bench", thought the supervisor. But up came Nurse and dressed the finger at top speed — so easy with Prestoband — and now young Mary's happily working away again; finger comfortable, safe from dirt, and healing fast. There will be no painful tugging when the dressing comes off and no sticky smear left behind. For bulk users the Prestoband 'Hospital' Pack saves about 40% on costs. 12-yard rolls, in three widths: ½", 1" and 2". From your usual supplier or from the Manufacturers, VERNON & CO. LTD., PRESTON, LANCS. Telephone: Preston Priory 83293. Samples sent on request.

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* *sticks to itself, but NOT to the skin!*

★ **Water resistant, dirt-excluding, mildly antiseptic, pinless, knotless, neat and tidy and no messing about. That's Prestoband!**

BORAXO contains no harsh abrasives, no strong alkali or penetrating solvent.

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cleans DIRTY hands

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Some MEN *don't seem to understand*

the importance of the welfare side from
THE WOMAN'S ANGLE

By the simple depression of a lever THE BARRYWALD SANITARY INCINERATOR will automatically and effectively destroy sanitary towels, surgical dressings, documents, etc., solving a vital and major welfare problem in FACTORIES, OFFICES, INSTITUTIONS, etc.

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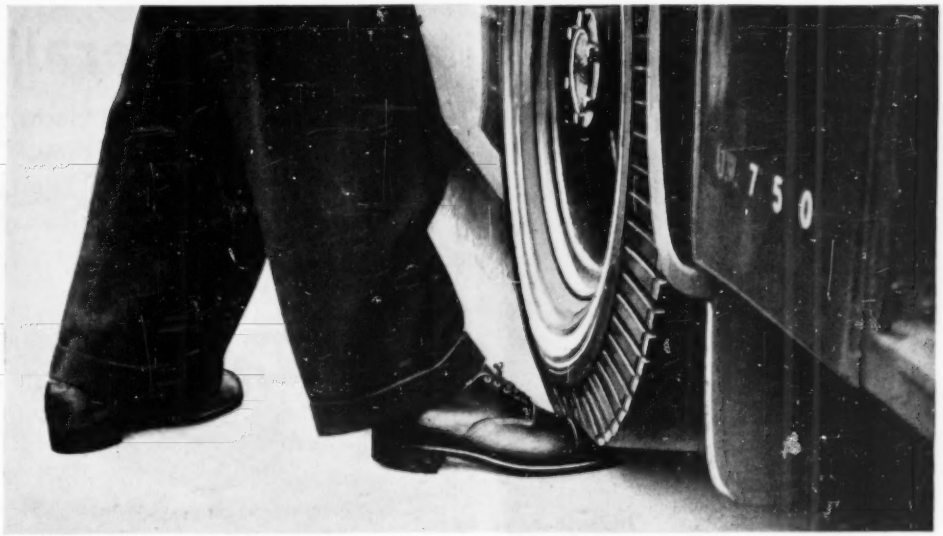

Even a bus weighing 7 tons 5 cwts. (as proved by our recent test) can pass over your foot without injuring it if you are wearing a pair of TOTECTORS safety boots or shoes! The neatly concealed steel toe caps are guaranteed to withstand a dead weight of 3 tons. In workshops and factories everywhere TOTECTORS are preventing foot injuries.

TOTECTORS Safety Boots and Shoes are manufactured to British Standards Institute Specification.

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THE PIONEERS OF SAFETY FOOTWEAR

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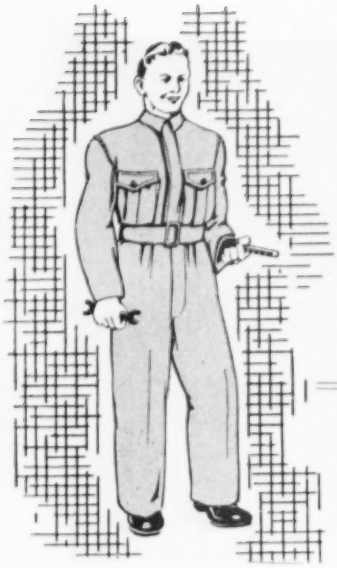

All the essential virtues of a first-class overall . .

. . made stronger to last longer. Fully-shrunk cloths, strong against wash and wear. Double-sewn main seams. Large reinforced pockets. Made to British Standard Institution specification. "Terylene" acid-proof overalls also available. For further details and current prices get in touch with the makers.

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Live up to their Name!

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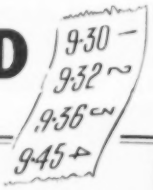


. . . that your premises are **SAFE** *from* **FIRE** *and* **BURGLARY,** *all night, every night*

By means of key boxes sited at strategic points in your building, all of which the watchman must visit in turn in order to record the number of the post and the time of the visit, LLEWELLIN'S clocks provide a printed record of the time and regularity of the patrols in your building.

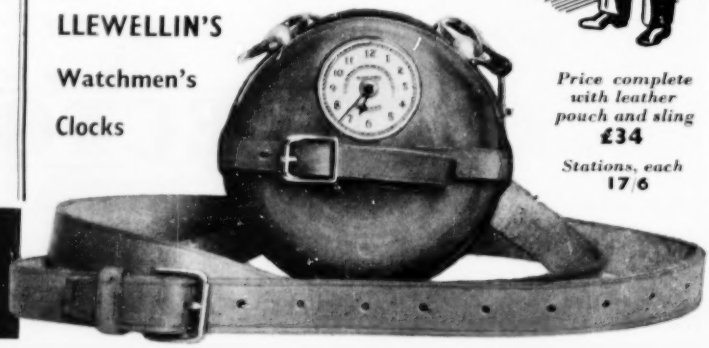
LLEWELLIN'S WATCHMEN'S CLOCKS

give you better protection because :—

Their simpler, more robust mechanism is more positive, completely tamper-proof. Timing of patrols can be revised without notice, every night. Visits to posts can be laid down in any order.

if your watchmen carry LLEWELLIN'S watchmen's clocks, you can be SURE they make every patrol exactly at the times you order. Times can be revised from night to night so that patrols occur at irregular, unpredictable intervals — defeating the professional burglar.

LLEWELLIN'S Watchmen's Clocks



Price complete with leather pouch and sling
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Stations, each
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For full details write to:

LLEWELLIN'S MACHINE CO LTD
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Reduce foot injuries in *your* factory

This *NEW* safety footwear has all these *EXTRA* features

1. *Extra protection.* Fully armoured with built-in steel toe-cap and built throughout in accordance with the latest B.S.I. Specification. Complete protection against static crushing pressures up to three tons.

2. *Smart appearance.* PLUS FIFTY boots and shoes are indistinguishable from normal footwear, and available in a range of modern styles, all with invisible, built-in reinforcement.

3. 50% *longer wear, and greater comfort.* Only specially prepared leathers are used throughout. Uppers are sewn with rot-proof thread; soles stitched with acid and rot-proof Terylene.

4. *Free insurance.* (£1,000 in the event of death following accidental toe injury sustained by the worker in the course of his employment whilst wearing PLUS FIFTY footwear or compensation during disablement from following his occupation as the result of such injury at the rate of £10 per week up to a maximum of £60.)

5. *Immediate delivery.* Special in-stock supply service ensures prompt despatch of all sizes.

Plus Fifty

A complete range of boots and shoes combining style with safety

SOLD ONLY THROUGH WELFARE DEPARTMENTS AND INTERNAL INDUSTRIAL ORGANISATIONS

Get full details and prices, without delay, from

PROTECTIVE FOOTWEAR SERVICE LIMITED

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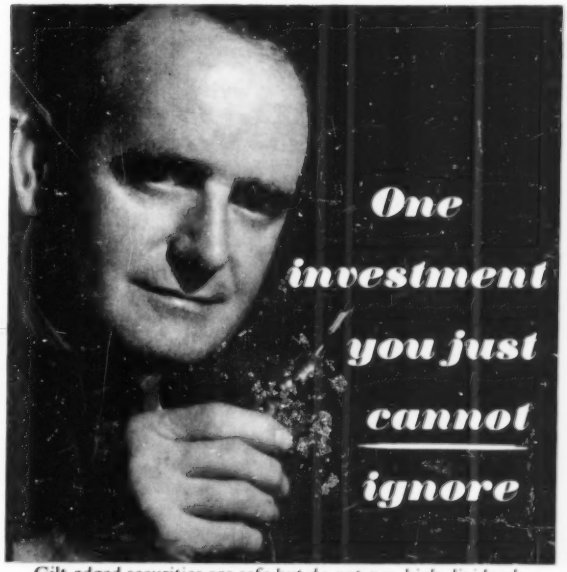

Gilt-edged securities are safe but do not pay high dividends. Here is a proposition which entails small investment, is definitely "gilt-edged" and *does* pay high dividends.

An employee's illness is prolonged if he is worried financially and his lost time means lost production . . . lost money to YOU, the employers. State sick pay is below the weekly wage level, therefore worry can be averted only by extra sick pay.

Accidents occur daily. A Works Scheme for Sickness and Accident benefit costs little but pays high returns, not only financially to the employees, but also to the employers in absolving obligation, in loyalty of workers and in speeding their return.

A capital sum on retirement. Although a Works Scheme may be complementary to a pension scheme, if you cannot afford the outlay for pensions then this cheque is an inexpensive manner in which to repay loyalty and length of service.

The small cost is proving well worth while in 94 companies, large and small, where we operate Works Schemes. Please send for brochure.

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Rubber Two-Piece Chemical Dust and Multi-Purpose Goggle

Recommended for protection against chemical splashes and concentrations of fine dust. For workings on metal plating bars, foundries and on most operations where perfect eye protection is required.

"Panorama" 218 is moulded from the finest quality rubber with a special finish. Has a large impact resisting acetate window which is easily replaceable. Can be worn over spectacles, and fits every one. Patented system of acetate filters prevents dust or acid filtration, allowing full flow of air, which eliminates fogging. Replacement windows also available in Crystal Clear, Amber or Green anti-glare.

NEW REDUCED PRICE

8/- each, plus postage
including one spare replacement window.

IMMEDIATE DELIVERY

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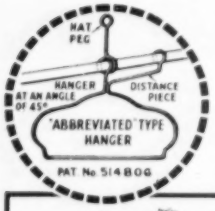
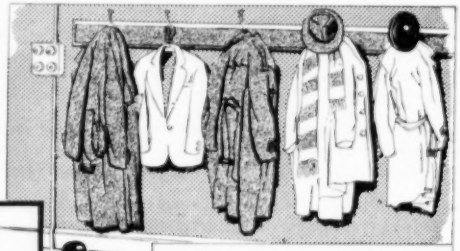
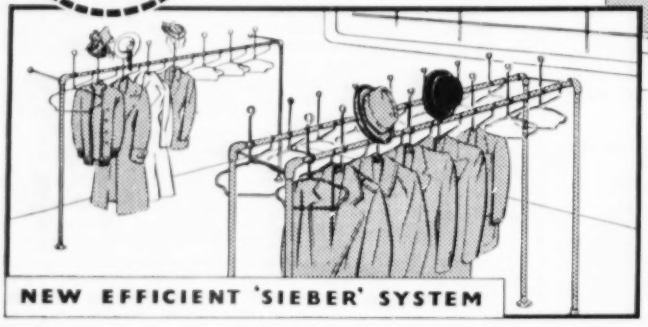


The "SIEBER" Abbreviated Hanger is the simplest and most efficient system of Clothes Storage. It is made to last a life-time. The cost is less than a halfpenny per day for the first year and nothing afterwards.



BAD OLD METHOD



NEW EFFICIENT 'SIEBER' SYSTEM

A Hanger — not a hook — will :—

- Ensure airing and drying of wet clothing.
- Reduce costly absenteeism due to colds, etc.
- Increase production.
- Prolong life of garments.
- Retain their shape.
- Reduce cost of living.
- Provide tidiness in cloakrooms.
- Eliminate musty odours.
- Ensure that personal welfare to Management and Employees alike.

For further details please write *to-day* :—

JAMES SIEBER EQUIPMENT COMPANY LIMITED

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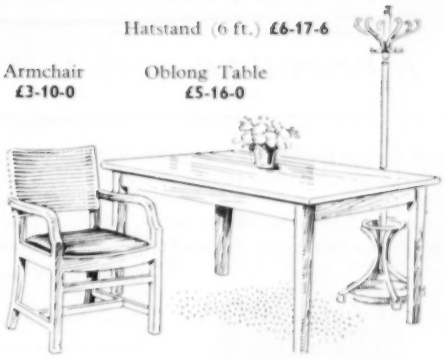
Do you need Restaurant or Canteen Furniture?



These chairs and tables are exceptional value for money. The chairs are well made and finished in oak, with leathercloth upholstery in various colours. Tables have oak tops; linoleum or plastic tops can be supplied at a higher price.

Please write for further details of wood or tubular steel furniture.

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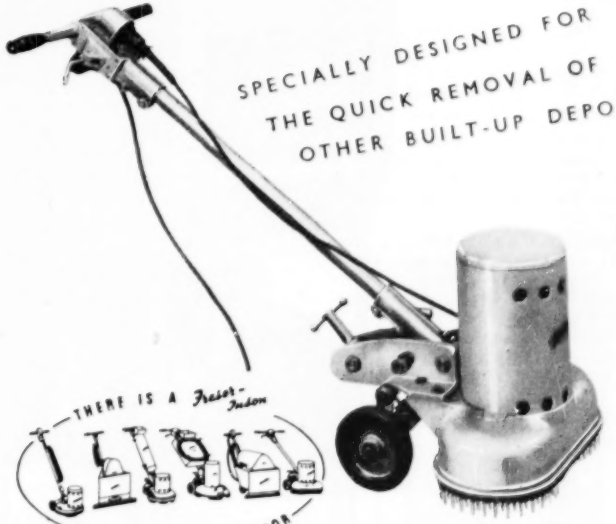

SPECIALLY DESIGNED FOR THE QUICK REMOVAL OF IMPACTED GREASE AND OTHER BUILT-UP DEPOSITS FROM FACTORY FLOORS

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THE BITTERN

Scarifying Machine

Especially designed for the quick removal of impacted grease and other built-up deposits from factory floors, this machine has two brushes revolving in opposite directions so that no effort is required to control the machine even under the heaviest scrubbing conditions. The rotation of the brushes is reversible, thus doubling the life of the brushes and gears.

Please write for full particulars to:—

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Manchester Office: 211 Oxford Road, Manchester 13
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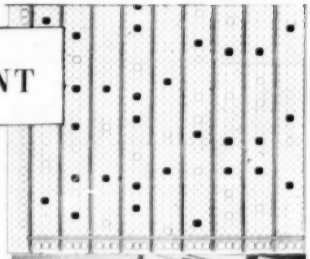
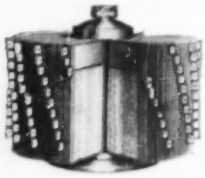
FACT-POWER in PERSONNEL MANAGEMENT



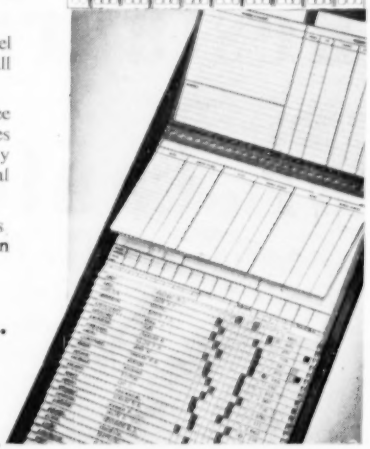
Send for the Man from Remington Rand to analyze your problems of personnel management. He knows that a smooth-running personnel department depends on fact-power — instant availability of *all* facts on *all* employees, graphically presented for the quickest, easiest reference. He can provide the systems and equipment that make for quicker, more confident personnel decisions.



GRAPHDEX shows management the Personnel position at a glance — answers graphically all questions of staff allocation and grouping.

KARDEX collects all the records of every employee in one place for quick reference — provides instantly the information on salaries, seniority qualifications, health and all other data essential in the assessment of personnel.

LINEDEX maintains an alphabetical, easily amended index to all employees' names, work-numbers and locations in the neatest, most readable, most compact form — in space-saving Desk Units or Rotary Stands.



Write for illustrated leaflet.

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by **Remington Rand**

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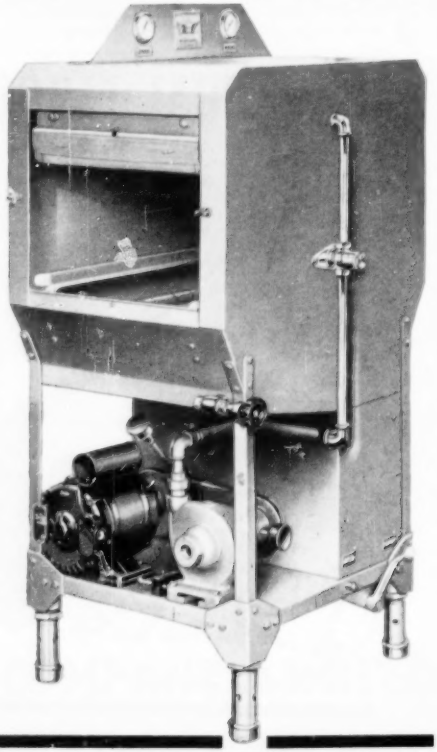
Torrent

DISH WASHING MACHINE

The Machine without a Fault



Personnel Managers and those directly concerned with factory meal services well know how dirty crockery can cause criticisms which may spread to all manner of other discontents. They know that a clean and efficient meal service has a marked influence on the general morale throughout the factory.

Washing crockery can be done in one of two ways; by the slow and costly method of a century ago (e.g., by hand) or with a modern electrically operated and fool-proof machine. Canteens which have installed one of the AVAMORE "TORRENT" models (H.O.20 and H.O.35) are in no doubt which method they prefer!

AVAMORE Catering Equipment enjoys a world-wide ★ reputation for soundness in design and operation and can be supplied through all first-class dealers. Technical specialists will gladly be sent to advise on installation details.

AVAMORE Equipment is being used in 4 out of 5 Continents

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CUT PAINT CLEANING COSTS

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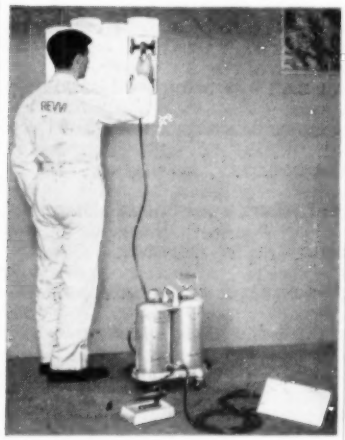

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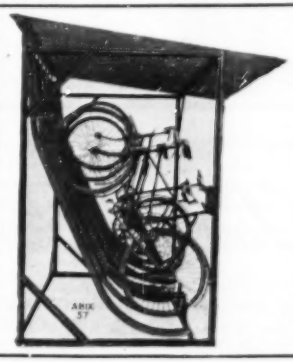

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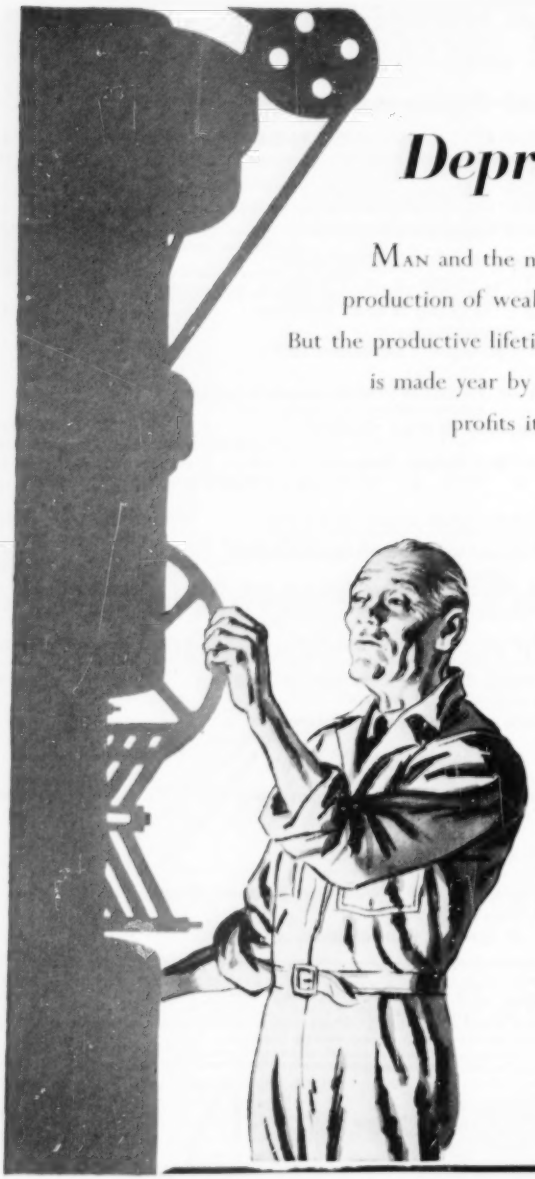

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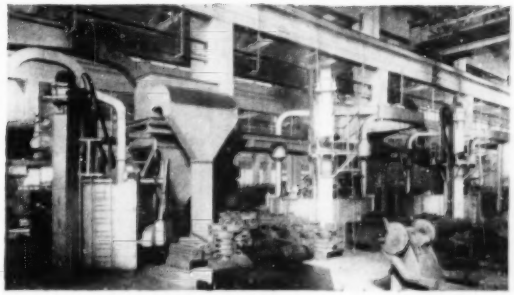

Dust collector fitted to small shot blasting cabinet, rotary shot blasting tables and grindstones.

Dust in the factory undermines health, damages machines, may cause fire or explosion, and is always uneconomic. Our contributor, an expert on the subject, is describing in two articles the modern methods of dust control and the equipment which makes them possible. His first article, below, is devoted to methods; next month he will deal with equipment.

Modern Methods of Dust Control

By R. J. SHERWOOD

Managing Director, Thermix Industries Ltd.

HOW to eliminate dust? That has become a constant preoccupation of all responsible for works hygiene during the past few years. For dust can be anything from an irritation to a lethal danger to the worker, a fire and explosion hazard in the factory, and a cause of lowered production and increased expenditure. The sources of dust are multiplying with the use of more finely ground products, plastics, power tools and increased mechanisation of industrial processes.

Dust is solid matter, divided into fine particles which, in suspension in an undisturbed atmosphere, do not follow the laws of gravity. A 5-micron particle of sand takes about eleven minutes to fall through one metre, and a 1-micron particle 4½ hours. The finer the particle, the longer it stays in suspension and the more dangerous it is.

Nearly every branch of industry has dust elimination problems which should be carefully considered. Sometimes dust may be created in a form invisible to the naked eye.

[*At this year's National Industrial Safety Conference, Dr. C. N. Davies showed a lantern slide photograph of the normally invisible dust cloud created by fettling. The particles had been rendered visible by a light directed at an angle. The dust cloud was ascending vertically, approximately at right-angles to the direction of the fettler's strokes and straight for his face.*—EDITOR.]

Let us consider the various methods available for dust elimination or, at any rate, dust control.

1. Individual protection is only a partial solution of the problem, and should not be used except where other methods fail, or for specially dangerous operations. Workmen often consider that the carrying of a respirator is the worst of nuisances. The wearing of such respirators is often very tiresome because of breathing difficulties, and sometimes clogging up of the filter. Individual masks are less troublesome because the fresh air is admitted under pressure, and the breathing circuit is not subject to clogging. In some German factories, a system of pipes has been installed, which pumps in air drawn from outside the building under slight pressure. This system has a number of plug in leads, to which the workmen connect their masks. A disadvantage is that the cold and humid air may be admitted during the winter (if there is no preheater).

2. Humidifying. Moistening of the material being worked makes it possible to eliminate dust emission, and may be carried out when practical on rock faces in mines (by water injection under pressure) and wet milling in cement works.

3. Settling by water dispersal. This method differs from the previous one, in that production of dust is not prevented, but its dispersal in the atmosphere is avoided by water spraying at the emission points.

The last two methods are currently employed in mines and contribute significantly towards dust abatement in the atmosphere near working faces. It is estimated that this improvement amounts to 60 per cent, to 70 per cent expressed in terms of numbers of particles. These methods cannot always be employed, however, because the moistening may affect a later treatment and may not suit the properties of the material.

For the last few years, some technicians have advocated water "atomisation" in dusty places. This ultra fine distribution of water is believed to effect the agglomeration of fine dusts and thus prevent their reaching the pulmonary alveoli. This method should be given a few years' trial to test its efficiency, and possibly applied systematically under medical control.

But one major difficulty can be foreseen: super-saturation of the atmosphere, which could become very unhealthy for the operatives.

THE DUST HAZARD

A Doctor Speaks

Factories handling compounds not previously associated with disease ought to be very careful about the control of dust.... The body tends to be more sensitive to poisons breathed into the respiratory tract than it is to dosage by mouth.

Dr. C. N. DAVIES, F. Inst. P. member of the scientific staff, Medical Research Council

Certain other perturbing facts must be mentioned. The humidifying process should be prudently applied to dust elimination when silica is present. Medical supervision of porcelain factories has disclosed an important percentage of silicosis sufferers among the personnel dealing purely with wet material. Similar occurrences have been noticed in Germany, where a great number of patients have been found among building-stone workers using cutting machines. These tools are wetted continuously and, owing to the great peripheral velocity, the water is distributed very finely. The striking result is that the greatest number of silicosis cases has been found among the wet-workers. Perhaps, therefore, the conclusion that moisture makes silica more aggressive, is justified.

4. Conditioning by vacuum suction. When dust production is inevitable, it should be collected as near to its source as possible and not after its dispersal in the atmosphere of the workshop. To do this, sources of dust production must be confined as closely as possible and vacuum applied to this partly enclosed space.

The casing cannot be made airtight, as it must not interfere with the functioning and supervision of the machine. Also, openings must be provided for the driving mechanism, for the feeding of material and the removal of products. The vacuum in the space confined by the casing should create an air current from the exterior to the interior, thus preventing the escape of dust. The volume of the suctioned air will depend on the cross-sectional area of all openings in the casing. Certain apparatus (especially some cutters and grinders) tends to compress the air because of its high revolving speeds, and acts as a fan against the suction. In these cases, the volume of suctioned air must be increased to overcome this action.

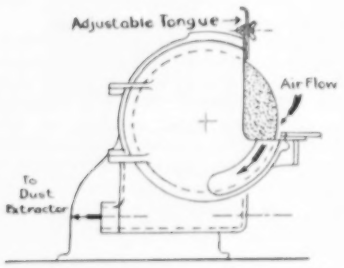

Fig. 1. Typical grinding wheel showing adjustable tongue modification to limit air return and fan effect of wheel.

It is, however, necessary to limit the suctioned air volume in order to decrease the cost of installation and running costs of the extraction equipment.

The casing should not fit the dust-producing machine too closely, as this produces eddies and high concentrations of dust in the air current; it is also not considered good practice to keep the material from its normal circulation.

Location and form of the suction at the dust extraction point affect efficiency considerably, and great experience is necessary to obtain maximum effect combined with a minimum of air volume, at the same time limiting the amount of material exhausted.

The above considerations are valid for the following equipment: grinders grading and vibrating screens, elevators, mixing gear, conveyors; in fact, all apparatus for pulverisation and transport of dry material. In these applications, the aim is to avoid loss of the material or products and to prevent dispersal of dust in the workshop atmosphere.

In other cases, it is the aim to evacuate all dust produced (e.g., shot and sand blast cabinets, shot blast tumbling barrels). In this case obviously the volume of aspirated air is much greater than if simple ventilation were required.

Dotted lines represent air extraction to Tubix dust collector. Plain lines indicate material flow

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2. ROTARY GRADES.
3. CRUSHING PLANT.
4. VIBRATING SCREEN AND GRADES.
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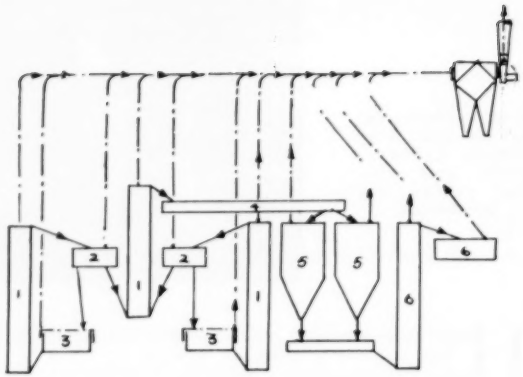


Fig. 2. Refractories and quarrying industry. Typical layout of crushing and storage plant, giving almost dust-free material.

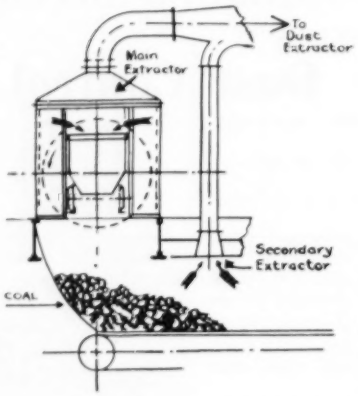


Fig. 3. Collieries. Methods in a wagon tippler showing exhaust points.

Use of Hoods

The boxing-in of certain dust producing equipment is not always possible and in such cases the dust emission can sometimes be guided directly into the extraction vents. This is done in knock-out grates in foundries, drying equipment, and often with crushing plant.

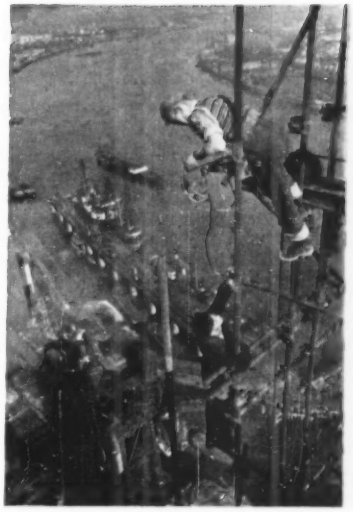
Here again a limited ventilated area is desirable, and the hoods or extraction points should be shaped to reduce the air volume and make work and maintenance as easy as possible.

Generally, collection of dust by a hood requires a larger air volume than where a casing and suction at the source of dust production are employed. Wherever possible a casing should be used.

Mr. Sherwood will deal with the choice of dust collectors in his next article.

How to Make Building "As Safe as Houses"

Reported by DENYS HAMILTON



Their job is hazardous—management must protect them.

"SAFETY definitely pays," said P. E. Trench, O.B.E., managing director of Bovis Ltd., when he addressed the National Industrial Safety Conference at Scarborough on May 30. His subject was accident prevention in the building industry, and he admitted that the industry had about one fatal accident for every working day of the year. In 1951, the year covered by the Chief Factory Inspector's latest report, there had been some 12,500 reported accidents, of which 222 were fatal (but a number did not get to the ears of the authorities). The report made very dismal reading.

Though builders were not "careless and callous cretins," could they really cross their hearts and say they were doing all they could about accident prevention? He did not think so. Legislation, in the form of the Building (Safety, Health and Welfare Regulations, 1948, was good for the patient, if taken in the right doses; but unless the will to get better was there, a cure would not be effected.

The remedy, said Mr. Trench, lay partly in overcoming the spirit of apathy towards accident prevention arising out of the very temporary nature of many building contracts. A change of philosophy was required.

There must be a recognition at all levels of man's moral obligations and responsibilities towards his fellow.

There was a mistaken belief that to neglect safety precautions was financially more economical than to introduce them. Part of the blame for this attitude could be placed on the competitive tendering system. Sometimes, to get a contract, it was necessary to "cut all frills"; and there was a small and irresponsible element of the industry who would lump safety and welfare in with the frills.

This was false economy, as many responsible builders realised. Employers' liability insurance premiums were directly related to the claims history of the policy holders. Many firms were paying over £10,000 a year in premiums some more than £30,000. These sums were part of overheads. If overheads could be reduced, so could the tender price, and money spent on accident prevention in the field could result in savings—by cutting temporary or permanent loss of skilled men, maintaining job sequence, avoiding the dislocation and bad effect on morale produced by an accident—which would more than offset the increasing cost of premiums.

Mr. Trench then suggested these practical ways of making the building industry safer:

1. An attitude must be engendered whereby the regulations were regarded as the *minimum* requirements.
2. Management, organised labour and accident prevention specialists must combine to make safety "an integral and essential part of every firm's organisation" and to ensure that it became "the responsibility of every man jack in the industry."
3. Management should give a lead to contract managers and, through them, to site office personnel. There should also be a safety drive *via* employers' associations to individual firms.
4. Safety officers must have the confidence of their board and be fed with specialist information and advice.
5. At least one man (carefully chosen) should be made responsible for safety on *each site*.
6. Films and talks should be organised on the larger sites, and safety matters discussed at joint consultation committee meetings.
7. Propaganda should reach the operative by posters and by

There is growing awareness of the need for improved accident prevention methods in the building industry. At their recent conference, members of the Industrial Safety Division of the Royal Society for the Prevention of Accidents heard an employer's plan (endorsed by a trade union leader) for making the industry a safer one to work in. Among the other papers was one which described how a steel company had reduced its accident frequency rate from 2.90 to 1.62 in ten years of increasing production.

bulletins and pamphlets in the wage packet.

8. Apprentices should be indoctrinated with a sense of responsibility for safety at work.

9. Records of accidents and their causes should be kept. Individual accident proneness should be studied.

10. When factories called a builder in, their managements should tell the builder the circumstances in which he would be working and the high standards of safety required on their premises.

Referring to the help the operatives organisations could give, Mr. Trench said he agreed with certain officials of the Amalgamated Society of Woodworkers, who had said that "an unhealthy psychology appeared to be growing showing greater interest in obtaining redress than in accident prevention." He appealed to the unions to reverse this process.

The unions would play their part, said T. Catto, M.B.E. (National Federation of Building Trades Operatives), provided the employers played theirs. At present neither side of the industry was very safety-conscious. He did not think any union in the industry had a specialist department or officer whose prime responsibility it was to deal with accident prevention. There were officers who dealt with it, but largely in a compensatory sense.

New Safety Group

Both Mr. Trench, Mr. Catto and Lord Llewellin, president of the Royal Society for the Prevention of Accidents (who organised the conference), referred with pleasure to the formation this year, in London, of the first Accident Prevention Group for Building and Engineering Contractors. Lord Llewellin said he was certain that if the example of the London group were followed throughout the country, we should see a reduction in accidents in the industry.

Dealing with the personal factor in accident prevention generally, R. E. Tugman (Imperial Chemical Industries Ltd.) said 75 per cent of the accidents in our factories happened because people, through ignorance, lack of experience or lack of incentive, allowed them to happen. Physical safeguards to ensure that the ordinary man could do his job without danger to himself must be provided and maintained. But only by education, training and discipline could we make any serious inroads into accident figures.

Lord Llewellin, RoSPA president tries a new electronic hand drier in the exhibition held in conjunction with the conference. The drier starts up automatically when the hands are inserted.

He had spent some time as the guest of one of the biggest U.S. industrial combines, which had a record second to none in the world for accident prevention. This record was founded on discipline. The standard of their physical safeguards was not nearly as high as ours, but they had far fewer disabling accidents. Everyone in the organisation, from the president downwards, took the keenest interest in the accident figures. Every accident was investigated, and if it was thought that the supervisor had failed to correct dangerous conditions or educate his team in safe working, then he got a black mark. Supervisors in American industry had fewer men in their charge than was usual here—it was one foreman to twelve men in that particular combine—and could therefore take full advantage of the time allowed them each week to talk to their team on safety.

W. Geary, F.I.M. (Appleby-Frodingham Steel Co.), had an encouraging story to tell. His company had reduced its accident frequency rate, in a period of expanding output, from 2.90 in 1943 to 1.62 in 1952. How? By appointing a safety organisation comprising main accident prevention committee, seventeen departmental committees, and an accident prevention officer, with two assistants. By ensuring that the *whole* of management (including foremen) understood their safety responsibility, which was explained at two-day residential conferences. By devising rules and handbooks for crane drivers, slingers and maintenance men. By spending more money on protective clothing, subsidising the sale of safety footwear, and urging people to wear what was provided.

By circulating safety committee minutes to all members and all management, putting posters round the works in distinctive frames, and inserting "a mixture of serious reports and snappy bits" in the works newspaper. By holding a safety and better housekeeping week every year. By dividing the workpeople into groups and giving each group a special board on which current records of its accidents appeared. By designing safer plant and equipment, e.g., a safety coupling for casting cars. By improving comfort, illumination and ventilation of buildings. By providing safe access to roof lights and windows. And by keeping everywhere as tidy as possible, with a good system of roads and flower beds where feasible, "because no one dumps rubbish on a flower bed."

Traffic Plan

The necessity for good roads was also stressed by F. A. Smith (British Thomson-Houston Co. Ltd.), who spoke on traffic problems in a modern works. He advocated an analysis of the outside and inside transport requirements of the works so that (a) material to be handled could be classified and suitable vehicles and equipment chosen; and (b) a traffic plan could be drawn up. Basic requirements of any traffic plan were: good roads; efficient loading and unloading methods; maximum vehicle utilisation; standardisation of equipment; routine traffic operation where possible; close control of traffic not on routine work; and good maintenance of vehicles.

Bad effects of coal and silica dusts were fairly well understood and a decreasing menace, said Dr. C. N. Davies (Medical Research Council). The same applied to many chemicals, such as lead and mercury. All the same, factories handling compounds not previously associated with disease ought to be very careful about the control of dust. Many hitherto unsuspected dusts had caused outbreaks ranging from minor skin irritation to lung and systemic damage, and even death. The body tended to be more sensitive to poisons breathed in the respiratory tract than it was to dosage by mouth. A new inhalation risk was coming in with the atomic age in the shape of radioactive dusts, some of which were believed to be harmful in minute concentrations.

How to Provide for *Human* Depreciation

In the first two articles in this series (published in response to requests from readers), F. P. Lowther dealt with a typical group life and pension scheme and with "top hat" schemes. Other means of providing pension benefits for employees are discussed in this concluding article.

by a Pensions Consultant

THE article in the May issue of this Journal set out so clearly the advantages to be gained both by employer and employee from the establishment of a pension scheme that there can be little doubt in the minds of readers about the desirability of such systematic retirement provision. But principles are one thing, their translation into practice quite another. For the sake of simplicity in his introductory article, Mr. Lowther confined his illustrations to the 25-year-old mass-produced group life and pension scheme which, as he indicates, is a type of scheme still commonly recommended by insurance companies either directly or through the agency of insurance brokers.

There are, however, many other avenues open to a board of directors who wish to establish a pension scheme or, as often happens today, to revise and supplement a scheme set up in pre-war days, under totally different fiscal and economic conditions.

Making to Measure

As no two companies are alike, so every pension scheme must be individually designed if it is really to provide exactly what an employer requires. Such planning, however, requires the services of highly qualified actuarial, legal, statistical, underwriting and administrative staff which the average insurance broker, who is mainly concerned with fire, marine, motor and many other forms of non-life insurance, could not be expected to maintain.

Why not deal direct with an insurance company? Here the problem is one of selection, for there are over 90 companies transacting life assurance, with varying rates, conditions and experience of pension business. In any case, nothing is saved by direct contact as opposed to negotiations through an adviser, and much may be lost in individual planning and subsequent administration.

Thus the need has arisen for independent pension consultants, providing expert advice, and directing *all* their energies to this highly specialised subject. Such consultants fall into two categories; consulting actuaries who are primarily concerned with funds set up by large employers themselves, under the somewhat restrictive provisions of the 1921 Finance Act, and pension consultants who in the main design schemes which are then underwritten and guaranteed by insurance companies.

What should a Pension Scheme do?

The advantages which an employer is entitled to expect from the installation of a pension scheme depend largely upon the extent to which its benefits are valued by his employees: and their assessment will depend upon the degree to which such a scheme meets their real needs. Two principal hazards face every man—the possibility of premature death with consequent hardship to wife and children, and the fear of a needy old age.

The relative importance attached by each employee to protection against such unpleasant but real possibilities will naturally differ according to his age and circumstances. The older man, having passed the period of heaviest family responsibility, will naturally consider the retirement benefit to be of paramount importance, while recognising the value of the protection afforded to his wife and other dependants should he not live to retire.

The younger man, on the other hand, will find it difficult to contemplate retirement at so remote an age as 65, and will be much more interested in immediate, tangible benefits. Family responsibilities are usually in inverse proportion to age and salary, and since in these days it is almost impossible for the average young man to make adequate provision out of his own resources for his family in the event of his death, his appreciation of a scheme will be measured by the extent of the life assurance cover it provides.

How Much Life Assurance?

This naturally depends upon the type of scheme adopted. Group life and pension schemes generally provide, as your earlier correspondent indicated, a sum assured equal to about a year's earnings, or slightly more. The 1921 Act internal funds usually allow for nothing more than the return of contributions made. Schemes based on endowment assurance, on the other hand, provide a substantial payment on death equal to the capital value of the pension, and this life cover is world-wide and unrestricted, covering war risks.

The real criterion is, what guaranteed income per annum will the death benefit produce when invested as a capital sum? Only the scheme based upon endowment assurance or with special widow's pension provision can stand up to this test. A benefit restricted to return of contributions, or to a year's salary, simply provides a small sum which may be eked out for a short period, and then—nothing more.

The Cost

The cost of providing pension benefits is bound to be considerable. So is the cost of making provision for depreciation of plant, but both are essential to good management.

Unfortunately, the *real* cost is not always apparent to the employer at the outset, for various bases minimise the initial cost. This is frequently achieved by quoting for a group life and pension scheme on a "current cost" basis, so that the initial premium for each employee is deceptively small, but in fact increases year by year with the progressive increase in his age, while the spreading of past service cost means that the employer continues to pay in respect of older employees long after they have retired and in some cases after they are dead.

Not infrequently employers opera-

ting internal funds under the 1921 Finance Act find as the result of subsequent quinquennial valuations that assumptions made at the outset of the fund have been falsified by events, and they are therefore compelled to inject additional capital sums apart from their annual contribution to guarantee benefits promised.

Perhaps most commonly, the somewhat specious argument is advanced that by compelling employees to contribute, the cost to the company is thereby halved. "Compelling" is a strong word, and admittedly at the time of installation of such a scheme existing employees may decline to join, but thereafter membership is generally on condition of employment. No one will dispute, however, that further deductions from a pay packet under modern inflationary conditions, for whatever purpose, are bound to create exactly the opposite reaction to that anticipated from the introduction of a pension scheme.

Far from inducing goodwill, this procedure adds to internal pressure for wage increases to offset such deductions, and most employees come to look upon the pension as something which they have themselves purchased, quite overlooking their employer's contribution.

Because of these and other more technical considerations, progressive companies are now increasingly converting existing contributory schemes, and installing supplementary arrangements, on a non-contributory endowment basis, at a known level cost which is allowable in full as a trading expense for Inland Revenue purposes.

Pension benefits are earned by right of service just as are wages, and it is really as illogical to expect an employee to contribute towards his pension as it would be to ask him to subsidise his wages out of his own pocket.

The Yardstick

A successful pension scheme carries with it the following important advantages:—

1. It resolves all pension liabilities by setting up a capital reserve—contributions to which are allowed in full for all taxation purposes.
2. It improves the employer's competitive position in attracting and retaining key personnel and skilled labour.
3. The atmosphere of the organisation remains virile and progressive. The all-important incentive to promotion to executive positions is kept freely open. Bottlenecks caused by "tired" employees in positions of responsibility are avoided.
4. The orderly retirement of long-service, but no longer productive, employees is effected with complete preservation of self-respect by both employer and employee.
5. The payroll is relieved of "hidden" pensions.
6. The cost of pensioning an employee ends instead of begins at his retirement date.
7. The life assurance cover confers an immediate, highly-prized benefit upon the staff, and relieves the Company of obligation towards dependants of employees who die before retirement.
8. Harmonious relationship between employer and employee is immeasurably strengthened.

Where both sides of industry are given a direct interest in its prosperity, private enterprise is proof against attack.

These Sick Benefit Schemes Attract and *Keep* Labour

By a Special Correspondent

HOW can management best provide for the employee who becomes seriously ill or has a bad accident? While many firms now make every effort to look after the aged ex-employee, care up to retirement age of workers who are sick or hurt is often left to the State, whose ministrations are by no means always adequate.

There are two sides to this management problem—*pay* and *treatment*.

1. **Pay (sickness and accident benefit).** Wages are not usually paid when the employee is absent, but State sick pay of 32s. 6d. a week for a single person, and 45s. for a married man falls far short of the wage level. Fellow workers may have a "whip round" for a comrade in need. Sometimes the welfare club steps in—for as long as it can. But, though management and colleagues feel sympathetic towards the sick employee, neither group can afford to finance him indefinitely.

One answer is a sickness and accident benefit scheme. These are operated by Friendly Societies in conjunction with managements and are becoming increasingly popular because they are applicable equally to large combines and small firms. There is no set works scheme; each is formulated to suit individual requirements and all administration, apart from payment of contributions, is undertaken by the Friendly Society.

Benefit during incapacity is from 10s. to £10 per week, according to the contribution paid, and the ratio of benefit to contribution is approximately 16:1, e.g., a member up to age thirty, contributing 5s. per lunar month would receive £1 per week sick pay. This continues for fifty-two weeks, after which it is reduced to 6s. per week—still a ratio above 4:1, and this sum is paid during the entire illness, even if it lasts until memberships ends at retiring age. No reduction is made if there are twelve clear months between illnesses.

In addition to sickness and accident benefit, each member is credited—because Friendly Societies are non-profit making—with a yearly appropriation (irrespective of the amount of sick pay received). This is entered in the member's appropriation account, earns compound interest and usually amounts to a sizeable figure when it is paid at retirement age.

Estimated Cost

Men of up to sixty years of age and women of up to fifty-five can enrol in a Friendly Society, and membership can be at the employee's option or as the employers decide. The employer can pay any proportion of each member's contribution, the

employee's share being deducted from his wages and remitted at four-weekly intervals to the society.

An estimate of the cost can be gained from the example of an employee receiving £1 per week sick pay. If the employers elected to pay half (as is usual) it would cost them an average of 45s. a year per employee. This figure takes into account the fact that from age thirty the contributions increase ½d. per month per year to offset the greater liability to sickness during the later ages. (Otherwise the younger members might be paying for the sickness of the older.)

Many firms feel that this small cost, which is allowable for tax purposes as a trading expense, is well worth while. It frees them from the awkward problem of deciding whether and to what extent they should help employees who are ill and in need, and it enables them to offer their workers security. The employee is relieved of financial worry which, otherwise, can retard convalescence and prolong the period of absence.

Ideally, sickness and accident benefit and pensions schemes should operate concurrently.

A works sickness and accident scheme can embrace any number of men and women, both staff and manual workers. Medical examinations are not usually necessary and membership is generally optional. If a member dies before retirement age, the full appropriation amount is paid to the dependents. Members who leave the firm can transfer to individual membership of the society without loss, but, of course, would then have to pay the full contribution rate. Many societies pay a fixed amount to a member whose wife or husband dies.

2. **Hospital treatment.** Superficially, it might seem that this problem should have been solved by the National Health Service, which was designed to provide comprehensive treatment without charge for every citizen. But now, five years after its introduction, there are many who feel that the service does not provide the quality of attention they would wish for themselves and their families.

To say this is not to belittle the service, but to realise its inevitable limitations. The pressure on hospital beds, for instance, is so great that, although arrangements are always made to deal promptly with emergencies, there are often long waiting lists for other cases. There is a strict limit on the funds which can be made available for the health service, and this would seem to imply that they will have to be concentrated on the provision of the most urgent services.

In the anxiety and perplexity of illness, many people want to see the best specialist their doctor can recommend, in the reassuring environment of his private consulting room, by appointment, and without having to wait their turn in a crowded hospital out-patient department. Thereafter, if operative or other treatment is recommended, they want to be free to make their own arrangements for admission to a bed without undue delay. Many, too, dread being ill in an open ward, and feel that almost at any cost they want the privacy of a separate room. Again, it is recognised in the medical profession that treatment in conditions similar to those of the patient's home may well accelerate recovery.

All these amenities are available to private patients—at a price. But commitments entered into under the stress of critical illness may prove extremely hard to meet afterwards.

These are some of the reasons why, in recent years, a large number of firms have made arrangements to safeguard their staffs against the unforeseeable incidence of such expenses. This is often done through the medium of group schemes arranged with Provident Associations, which exist solely to carry on this class of mutual insurance. Being, like the Friendly Societies, non-profit making, they are able to devote an exceptionally high percentage of their income from subscriptions and investments to the payment of claims. They are also able to keep their administration flexible so that, by means of *ex-gratia* grants and other devices, they can deal with the considerable number of special claims which do not fit neatly into static rules.

This kind of extra care and attention often speeds recovery.

Group Schemes Economical

Group schemes are more economical to administer than individual registrations and consequently, the benefits can be obtained on terms which are especially favourable. A firm can offer its senior employees an attractive amenity by forming a scheme of this kind, *without any cost to itself*. Some firms go further and contribute at least a proportion of the subscriptions, either for the employee alone or for his dependants as well.

Rates of subscription vary in accordance with age and the amount of benefit required. As an example, for a monthly subscription of approximately 7s. 6d. for a single person, 11s. 6d. for a man and wife, and 14s. to include the children, each individual would secure title to benefits as follows:

> Hospital and nursing home maintenance (up to 10 weeks in any one year), £14 14s. per week. Home nursing (up to 5 weeks in any one year), £6 6s. per week. Surgical operations, up to £52 10s. according to type of operation. Other specialist fees, in-patient or out-patient, up to £52 10s. according to nature of services.
>
> Alternative scales involving higher or lower rates of subscription are offered.

The popularity of this auxiliary health service offered by Provident Associations is shown by the recent growth in membership. For instance, the annual subscription income of the largest of these organisations is now over £500,000, which is approximately three times the figure of only two years earlier. In the same period, approximately 500 group Schemes have been arranged with numbers varying from twelve to 1,500 members. Benefits have been improved almost every year, while substantial reserves have been accumulated.

Workers Beat Target

ONE of the main explanations of the high level of productivity in the United States is to be found in the extent to which labour identifies itself with the interests of the firm and responds to vigorous competition. A good example of what can be achieved by the American approach to a British project, was the astounding results achieved in building the Fawley Refinery.

Built wholly by British workmen who easily beat every production schedule mapped out for them by an American firm in accordance with high American standards of productivity, this result was largely due to the personal intrusion of management itself into the field of battle. The representative of the "boss" was there from the first whistle at 8 a.m. until the last worker left the site. If there were any difficulty or mishap he was there to deal with it—even to free a lorry which had skidded into deep mud. He knew the men by their Christian names. He galvanised a team of ordinary British workmen into a fever of collective effort and productivity that the American firm itself admitted would be hard to beat in the United States. If a contractor was even an hour or two late in delivering goods he was not met by a polite reproof from management, but by a group of angry workmen who resented delays in their production schedule.

This example could no doubt find counterparts in certain British firms, but it is still the exception, whereas in the United States this kind of competitive emulation, this emergence of a collective spirit in a team of workers is the rule. The difference is due in part to the difference in economic conditions in the two countries, but as the Fawley incident showed, it is also due to different techniques of labour relations and leadership.

(Condensed from *The Manager*, 4/53.)

TRAINING MOTOR RETAILERS

A group of apprentices at the training school of Blanchflowers' (Kettering) Ltd., listening to a lecture from their works and service manager, D. H. Ferguson.

Retail Training

OWING to a shortage of skilled mechanics in the retail motor trade, the works and service manager of Blanchflowers' (Kettering) Ltd., decided to start an apprentice training scheme, so that the boys could get that little extra "intimate" training by someone sharing their everyday surroundings and using their own equipment. Training is given in easy stages, commencing with those operations for which an apprentice should be responsible with a minimum of supervision, i.e., attending to plug points, decarbonising and valve grinding, front end geometry checks, wheel balancing, and so on.

The lectures are held weekly after working hours. The training is supplementary to the usual workshop and technical institute training. The scheme is proving so successful that some of the older members of the staff, including a few non-technical people, are anxious to attend.

CRAFTSMEN—AT HOME AND AT WORK

A high standard of craftsmanship was evident when employees of Powers-Samas Ltd., exhibited examples of their handicrafts, as well as demonstrated the machines they make, for the benefit of visitors to the works.

Food Stations

NO room for a canteen? This was also the problem of Moloney Electric Co., St. Louis, but they solved it by setting up a "kitchen-in-a-corner" and using four mobile food stations.

The kitchen was set up in the corner of a warehouse, in a space measuring 25 ft. by 40 ft. Here all food was cooked and packed in disposable containers. It was then put into four electrically-heated, self-service food trucks, which were stationed at four points in the works. This installation serves 1,000 employees daily during a

single lunch-break of only 35 minutes; and operates at a profit.

(Condensed from *Factory Management and Maintenance*, 3/53.)

Super Cheque Book

WESTINGHOUSE employees now know what the company does with its money. Each worker received what looked like an ordinary cheque book, but was, in fact, the company's annual report. The first cheque was drawn for 705,984,968 dollars and was made payable to suppliers of materials and services. The next cheque was for 481,482,238 dollars for wages and salaries. The remaining nine cheques explained how every cent was spent during 1952.

(Condensed from *Newsweek*, 23/3/53.)

From All Quarters

IN view of a most successful year's trading, Browns of Chester Ltd., departmental store, have given all employees a bonus of two days' pay for every month worked during the past financial year. Members of the staff who have worked a full year will thus receive one month's extra pay.

Coronation 5s. pieces were presented to all employees of Wallington Weston and Co. Ltd., Frome, to celebrate the accession of Queen Elizabeth II.

In spite of a temporary recession in trade during 1952, which caused a reduction in personnel of more than 300 workers, the management of Armstrong's Patents Co. Ltd., Beverley, built and equipped a new and larger personnel block, and appointed a woman welfare supervisor to the staff of their personnel department.

Advance recordings of his speech to the annual general meeting of Van den Berghs and Jurgens Ltd., were made by the chairman and relayed over the public address system at the two factories, so that employees could hear, simultaneously with the shareholders, a tribute to the part they played in safeguarding the margarine ration during the East Coast floods.

Coronation celebrations at Pilkington Brothers Ltd. included exhibitions by stars of Tottenham Hotspurs, boxing contests, a variety concert, dancing, firework display and special entertainments for the children.

One week's sailing course at Hayling Island was the award won by the best apprentice of the year at Reynolds Tube Co. Ltd. Selection was based upon examination results, reports of departmental heads, timekeeping, etc., and a "weekend exercise" which this year took the form of a trip by barge on the Birmingham-Worcester Canal. *En route*, the boys visited a Borstal institution upon which they had to submit a report.

Ideas & News from House Magazines

Better Living

About £1½ million are to be spent by Mufulira Copper Mines Ltd. to build new houses for employees, to improve existing houses and to provide a cinema, sports fields, handicraft centre, women's welfare centre, and a kitchen and hall for giving all children up to the age of seven a free meal every day. When the programme is completed this mine township will be one of the best in Africa. **(African Star.)**

Training Managers

Believing that men of high calibre exist at all levels of employment, Crompton Parkinson Ltd. have invited applications from employees for appointment as works management trainees. A special training scheme has been designed to give trainees wide experience in several of the company's factories. Periods of training will extend over several years, according to individual requirements. **(Circuit.)**

Perfect Attenders

No fewer than 163 guests attended a dinner given for employees of the David Brown Tractor group who had completed a year's perfect attendance. One employee qualified for honours with ten years' perfect attendance; one with nine years; one with seven years; and four with six years. **(Newsletter.)**

Free Holiday

A cash prize of £5 will be awarded to the employee submitting the best suggestion each month at Vernons, Liverpool, and where a suggestion is adopted one week's free holiday will be given to the person concerned. Alternatively, the award may be taken in cash. **(Opportunity.)**

Faithful Family

Five members of the Griffiths family (father and four sons) served F. H. Lloyds for a total of 150 years. George —acetylene burner, forty-two years' service; Harold—light and heavy fettling, forty years; Ernest—blacksmith striker, twenty-eight years; Henry—light and heavy fettling, thirty-three years; E. W.—machine shop and despatch, seven years. **(The Steel Casting.)**

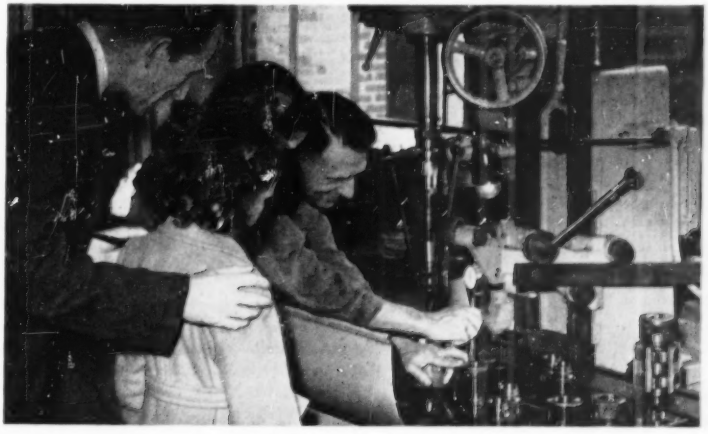
Successful Saving

Six in every ten of the 2,601 employees of Newton Chambers and Co. Ltd. are regular savers. There are 120 savings clubs in the works; the National Savings bank has 1,200 accounts; and during 1952 savings totalled £85,000. Success is due to an intensive campaign to encourage "small savers" and to the maintenance of a first-class organisation which makes it easy for people to save. **(Thorncliffe News.)**

The Big Pay-out

Last year was an outstanding one for Vauxhall Motors' suggestions scheme. Employees submitted 2,520 suggestions, of which 606 earned awards amounting to £3,441. So great was the flow of suggestions that the committee had to double the number of their meetings to cope with the work. **(Vauxhall Mirror.)**

WATCHING THE WHEELS GO ROUND



Employees of the Hymatic Engineering Co. Ltd., Redditch, demonstrated machines for about 900 visitors to their "at home" organised by the joint works production committee. Each shop arranged its own display.

Spotlight on Suggestion Schemes

This stand shows the problem and invites employees to submit solutions.

Readers have been writing to us lately to ask how to start a suggestions scheme. As a supplement to the particular advice we have given them in personal replies, here are two "how we do it" stories of firms who have been running successful schemes for some years.

1. Six-Week Suggestions Drive Saved £4,000 a Year

By **VALERIE KINGSTON**, *Assistant Personnel Manager, Vitamins Ltd.*

IN THE SPRING of 1950 Vitamins Ltd. started their first suggestion scheme. Many suggestions had been received from employees before this, a fact which was partly responsible for the management's decision to encourage such people by launching a formal scheme with prizes for time- money- and effort-saving suggestions.

The group at this time had approximately 400 employees, 300 of them at the headquarters at Hammersmith. One Saturday morning every member of the staff received at his or her home address the following papers:—

(1) a note from the chairman of the company introducing the scheme;

(2) a folder describing the conditions of entry, prizes to be won and the sections into which the company was divided for the purpose of the scheme;

(3) one suggestion form on which to write the first suggestion; and

(4) a letter from a "Mr. E. Conomy."

Great trouble had been taken to keep the coming of the scheme a secret and the letter in the post came as a surprise to most people. The short note from the chairman, H. C. H. Graves, announced to everyone that "on Tuesday, April 11, Mr. E. Conomy will be joining our staff and you are asked to co-operate with him in carrying out his duties."

£250 had been set aside for prizes: £25 for the first prize and five prizes of £20. In addition 5s. was paid for any suggestions accepted for further investigation. Every employee, in addition to trying to win a prize for himself, worked also for the team to which he had been allocated. The team sending in the largest number of accepted suggestions would win a night out at the theatre. We hoped that this would encourage people to send in a number of minor suggestions which would only save small sums of money but which, in aggregate, would effect a considerable economy.

For the next six weeks Mr. E. Conomy made his presence very much felt. Messages from him came over the inter-com., notes from him asking for more suggestions and giving examples of the sort of suggestion he wanted were found in pay packets, mysteriously left on chairs or sent by letter through the internal post.

The focal point of the whole scheme was the suggestion scheme stand in the canteen. On this was placed a large placard drawing attention to one aspect of the firm's business—packing materials or stationery for example. Nearby was a selection of the materials in question—actual packs or forms in use at the time—and people were invited to send in suggestions for their improvement.

Another feature of the stand was a series of large glass thermometers, each filled with a different coloured liquid, showing the number of accepted suggestions from each team and indicating which team was ahead.

Every day at 3.30 during the tea break the suggestion scheme committee met in the canteen. The contents of the suggestion box were read through and a brief consultation took place on each suggestion. Over the inter-com. were read the numbers of those suggestions which had been accepted as warranting further investigation. The 5s. prize money was collected by the winners daily.

Three Ideas from Each

After the six weeks' drive, the accepted suggestions were carefully examined by the chairman of the committee (the personnel manager) and the head of the department to which the suggestion referred. If possible, suggestions were costed and a list of the most promising was submitted to the board, who awarded the prizes.

The first suggestion's drive was a great success and produced an average of nearly three ideas from each member of the staff. *Those put to immediate use saved* £4,000 *per annum.*

The scheme has been going on con-

tinuously ever since, with a special six-week drive every year to arouse new enthusiasm. An attempt is always made to launch the drive in a new and unusual manner. In 1951, for example, two members of the staff dressed up and delivered a note personally to every one at the Hammersmith premises, whether directors, managers or factory workers. Many suggestions are, of course, made outside the special drive period.

One important modification has been made since the scheme started. No major prize money is now paid until the suggestion has been put into operation and worked for six months. (The 5s. prize is still paid on acceptance.)

The company feel that the argument for this delay outweighs any disadvantage it may have. There is nothing that kills enthusiasm for a suggestion scheme as quickly as being paid for a suggestion that is never used. And it could happen that payment is made for a suggestion that is later found to be impracticable.

2. *This Scheme Has Succeeded for Eight Years*

By A. S. BROWNE, *Chairman, Ronson Products Ltd. Suggestions Committee*

QUITE a large number of manufacturers have introduced employees' suggestions schemes into their factories and have found they proved to be of immense value.

This is the case with the scheme at Ronson Products Ltd., which was introduced eight years ago and, with certain fluctuations, has been running quite well to date. A committee of four people was appointed by the works production committee to judge the merits of any suggestion received, to make recommendations for the adoption of those suitable, and to suggest rewards. Final approval rests with the production committee.

Prizes for Trying

Prizes not exceeding £10 in total can be won for the best suggestions received each month. If, however, in the opinion of the committee, a suggestion submitted is considered to be of unusual merit, the first prize may exceed £5. Consolation prizes of one of our products, tickets to a dinner, show, etc., are given generally in cases where considerable trouble has been gone to but where the suggestion itself does not merit adoption.

On all matters the decision of the management is final and binding.

No department head, supervisor, foreman or chargehand may be granted an award for an improvement in his own department, as that is part of his duty. If, however, he makes a suggestion relating to improvements outside the work for which he is responsible such suggestion will be considered as being eligible.

Entries Anonymous

The suggestions box is opened each week and suggestions retained for the monthly meeting. The number received varies; sometimes it has been as many as thirty in a month, and at other times twenty, ten or even four or five.

The name of the entrant is not known until the suggestion has been judged so as to remove any possible doubt that the decision was prejudiced in any way. This is arranged by numbering the suggestion forms and having a detachable portion at the bottom with a corresponding number. The person participating writes his idea on the form and then tears off the slip at the bottom, which he retains, placing the main form, accompanied by sketches or samples, in the box. If the suggestion is awarded a prize, the number is posted on the notice board and the person concerned places the retained portion of the form, on which he has now written his name and clock number, in the box.

The suggestions made are very varied. Some relate to working conditions, others to new models of lighters, or additional products, while some refer to methods of production employed, or even ideas for advertising the company's products.

Some Good Ideas

For example, one employee suggested that certain shields be affixed to soldering torches so that work could still be seen readily, but possible damage to the eyes from soldering fluxes and heat would be prevented. Another one proposed that a mirror be placed on the corner of a wall where four passage ways met, and thus prevented collisions and accidents, which had tended to occur at this spot. A suggestion was made that the ratio of mixed ingredients for a certain solder we use be changed; this resulted in a considerable improvement of a particular operation, both in time taken and quality of workmanship. Others concerned with handling trays for piece parts and sub-assemblies to prevent damage have been quite successful, and another one to reclaim water that had become contaminated with acid was also received. The number of suggestions received reaches an average of approximately 150 a year.

The scheme as a whole is beneficial to both the employee and employer. To the former it offers financial rewards and fosters an interest in individual occupations, and collectively the suggestions adopted help the company in its endless drive towards efficiency and quality.

POINTS ON RUNNING SUGGESTION SCHEMES

- Plan a good publicity drive to launch scheme.
- Maintain enthusiasm by special campaigns.
- Make suggestions stands or boxes a focal point.
- Deal with entries promptly.
- Make entries anonymous to ensure fair decisions.
- Award suggestions which, though not adopted, show considerable effort has been made.

Prejudice is the Enemy of Good Relations

This month two readers offer solutions to a problem which has been baffling a third. "Discussion Leader," commenting on their letters, warns us of the dangers of emotional thinking—enemy of logic and fair judgment. Thus our new series, which is establishing itself as one of the most widely read features in the journalism of personnel management, continues to fulfil its purpose—to provoke discussion about, and seek for means of improving, human relationships in industry.

"WAS this shop steward over zealous?" I asked in my May article. I was referring to the problem posed by a Dominion reader, manager of an advertising display-making firm. One of his modelmakers, a cripple, is a meticulous craftsman, but sometimes spends so long in perfecting his job that the firm loses money on the order. Even when told this, he has not changed his methods. Yet the manager did not want to sack him because of his disability.

One day he lost his temper and offered to resign. The manager was relieved. This was the way out. But no. The shop steward got a petition signed by nearly all the staff asking the modelmaker to change his mind. Which he did.

What, asked our Dominion reader, should he do next? Though he would have been glad if the modelmaker had gone, he felt it wise to give in to the show of unity. Yet the shop steward's action, he felt, was a challenge to his authority. What, I asked readers, would they do in the manager's place?

Of the replies which have come in, the Editor and I have selected two for the guinea prizes. Both letters are from personnel managers, "M. Bryan" and Alfred Smith, and both contain sound advice for the Dominion manager. Mr. Bryan says:

As one responsible for the administration of the work of a fairly large number of people I can sympathise with the Dominion visitor quoted in your May issue. Nothing he can now do will be completely satisfactory. Indeed, the problem shows how human situations build up over a period; if they are foreseen they can be solved, but if they are ignored until a "crisis" occurs, a satisfactory settlement is often impossible.

The Dominion visitor will have to work with patience. It is essential to give the modelmaker every chance to increase his output—and to make it apparent to everyone else that the modelmaker has been given a fair chance. It is also essential to get it understood by others in the firm that an uneconomic worker is holding back their reward (making it more difficult to give increases) and not just that of the manager and shareholders.

It would be most satisfactory if he could start discussions with the shop steward about ways of increasing the modelmaker's output and enlist the shop steward's help. To do this he must forget his annoyance over the petition. He must also introduce a system which shows all craftsmen (not just the cripple) the main elements in the costing of the work on which they are engaged. There should also be informal discussions to make each man cost-conscious.

By working on these lines the manager can hope to get the co-operation of the other workers (including the shop steward) in pressing the modelmaker to work faster. But if all efforts fail, he will have to decide whether he can afford to put social consideration first and "carry" the crippled modelmaker or whether he must, in the interests of everyone else, dispense with his services. The issue should be reviewed calmly and not settled in a moment of pique.

And Mr. Smith:

This is obviously a problem that has generated considerable emotion. It seems to me that the manager must try to separate the various aspects of the problem and in doing so he might well find that they can be dealt with separately and effectively. Take the shop steward first. Has he exceeded his function in any way? Have his intentions been good? My own view on the facts reported is that the shop steward has only done what a good steward would be expected to do in the circumstances, and he has apparently done it with commendable propriety and certainly with effectiveness. That this is inconvenient to the manager is beside the point. Forget the shop steward's action, therefore; it is not part of the main problem.

Is the cripple's being a cripple a main part of the problem? Has the manager a revulsion against cripples? Only the manager himself can answer this. From the support which the shop steward got for his appeal, it would certainly appear that the cripple is not disliked by his other colleagues.

Assuming, then, that the cripple's uneconomic production is the real kernel of the matter, are not these the lines of exploration which the manager should pursue?

1. Discuss the problem with the shop steward, pointing out that while he has every sympathy with the cripple, with his desire to turn out sound craftsmanship, with his probable inability to get another job, etc., he cannot afford to keep him on his present rate of output. Get the shop steward to understand what the real objections to the cripple are.
2. Discuss the problem with the cripple, pointing out that while he admires his craftsmanship, etc., the job just cannot afford such care, and he will need to adapt his methods to the requirements of the work. Agree that he cannot be expected to change the habits of a lifetime overnight, but that his progress in adaptation will be watched carefully over, say, three months. If he has not adapted himself by then he will have to be replaced.
3. Hold a small conference with the shop steward and the workmates of the cripple, explain what has been done and why, and ask them to join in a team effort to assist the cripple in making the necessary adaptation. Make it clear that if the effort fails, the business cannot afford to retain the cripple, whatever sentiments are involved.

WAS IT PREJUDICE?

Emotion versus Facts

THE line of action suggested by both correspondents is broadly similar. I agree that theirs is the logical way of attempting to improve the situation, and one which takes account of most of the leading questions I set out last month.

Unfortunately, however, we are not always able to carry out logical advice offered to us by others because our emotions stand in the way. I wonder whether the Dominion visitor is in this position? His letter shows that he feels quite a lot of hostility both towards the modelmaker and the shop steward. It is possible that the shop steward

does not feel too friendly towards the manager. This hostility may be rooted in deeper attitudes of dislike for "workers," "trade unions" or "shop stewards" and "managers" respectively. If this is the case, the manager may not be able to "review the issue calmly."

We all possess sets of attitudes, which have been described as a kind of mental framework helping to determine the way we speak and behave. We tend to select from our experiences those aspects which are in harmony with the attitudes we hold and which therefore reinforce them. Since needs and feelings help to make up our attitudes, logical reasoning or a clear presentation of "the facts of the case" do not necessarily change them. For instance, if someone who believes that women cannot drive motor-cars hears of a woman who has driven successfully for twenty years, he says either "she's been lucky" or "she's the exception that proves the rule." In a word, we all tend to be prejudiced about some things.

It may therefore first be necessary for the manager (and possibly for his shop steward) to take some of his attitudes out of the store house and examine them before he can act on this very good advice.

Foremen Difficult?

Another problem put to me by a works committee representative illustrates the power of attitudes. He thought top managements were reasonable sort of people but he found the middle managers, foremen and chargehands—"the inbetweens," as he called them—more difficult to deal with.

To illustrate this he quoted an instance in which he had asked the foreman in charge to have the roof of an outside maintenance shop seen to, as it was leaking in several places. "I asked him several times," he said, "but he put me off with vague promises. In the end I got fed up and told him I was going to bring the matter up at the next meeting of the main works committee. The next day we had the firm's surveyor and the maintenance engineer along to inspect the roof, so I think I dealt with the foreman in the way he understood."

The point of view of many foremen on this very problem is put in the book recently published by the National Institute of Industrial Psychology, *Joint Consultation in British Industry*. The authors say that one of the reasons why some foremen do not support joint consultation very warmly is that workers' representatives tend to short circuit their authority. One way they do this is to save up complaints that could have been settled by the foreman on the factory floor and bring them before the works committee instead.

HOSTILE RELATIONSHIPS

Needed—The Skilled Approach

IN both these illustrations we see an attitude of suspicion colouring the outlook and actions of the

Will he get a fair hearing, or are his listeners prejudiced.

workers' representative and of the foremen. In my first illustration the workers' representative suspected the intentions of the foreman and threatened to take an action which the foreman probably regarded as undermining his authority. Next time the foreman will be even more suspicious of the workers' representative's intentions. So do suspicious attitudes weave a pattern of hostile relationships. I do not feel as certain as the shop steward that he had dealt with the foreman in the best way. I think he could have achieved the same objective by a more skilled approach which would, however, need to be based on an attitude of co-operation.

In the second illustration it is the foremen who have given the worst interpretation to the actions of the workers' representatives. The authors of the book suggest that the representatives were saving up items for the works council agenda because they were eager to make the council a success. There was not, therefore, any deliberate desire on their part to by-pass the foreman.

The shop steward, too (in the first illustration), by stating that he found top management reasonable and the "in-betweens" more difficult was generalising too broadly—a tendency we all show at times. All managers do not behave in the same way, neither do all foremen. People differ from each other and so do circumstances. But if, for example, we receive unjust treatment from one member of a certain section of people we may in future regard all members of this group with mistrust.

Since this belief is not based on any real facts we are then in danger of letting our actions be determined by an unrealistic attitude. Personally I view statements containing such broad classifications as "workers," "owners," "managers," "time study engineers," "personnel managers," "shop stewards" and the like with some mistrust, and I try to get the speaker to come down to earth by asking "which worker?"; "which time study engineer?"; "which personnel officer?" *Do you agree?*

DISCUSSION LEADER.

Supervising Women

THE appointment of women supervisors in departments with a majority of female labour is successful provided that the scope and sphere of the female supervisor's responsibility is limited. A graded scale of female supervision should be established, starting selected candidates as chargehands so that they learn their new rôle on the shop floor under day-to-day production conditions, and with a foreman available to advise and assist them. Women supervisors, even when they attain the rank of forewoman, often do better with a male colleague to refer to. The writer advocates a system where the woman is specifically in charge of female personnel, but does not carry ultimate responsibility for production and technical matters as does the average foreman. This arrangement is useful in that it releases the foreman to concentrate more on the production side and so eases the excessive burden of responsibility which many foremen carry at present.

(Condensed from the *Factory Manager*, 5/53.)

Women in Management

"PRIDE in the job" is of the greatest importance to women workers, according to a survey on factors affecting work satisfaction taken among a group of women supervisors at a recent training course organised by the Institute of Industrial Supervisors. This survey showed an average marking of 22 per cent in favour of "confidence in ability to do the job and pride in the job," followed by "security" and "good tone" (psychological environment) both scoring 14 per cent. "Promotion" and "high wages" came fourth and fifth, scoring 11 per cent and 9 per cent respectively. This contrasted sharply with the scoring of male supervisors taken at previous courses, where high wages and promotion topped the list.

This course, held at Dillington House, Somerset, was the first organised by the Institute for women only. It was identical to the courses taken by foremen, and was under the tutorship of David H. Bramley, principal, Department of Industrial Administration, Birmingham College of Technology. The aim of these courses is to promote the exchange of ideas and experiences among those present, and this is achieved partly by talks on the practice of management given by Mr. Bramley, and partly by discussion groups using the "case study" technique. This method is particularly successful with women who tend, perhaps more than men, to relate management questions to their own practical experience rather than to abstract theories.

Supervision—a Key Job

"Management is the job of being responsible for the work of others," Mr. Bramley told members of the course, and it followed, therefore, that supervisors must be part of management. He suggested certain qualifications necessary for good managers: (1) Suitable personal qualities: a positive and co-operative attitude; integrity; acceptability (one of the most difficult problems for women in managerial jobs was to get themselves accepted by their male colleagues); optimism in adversity; leadership (i.e., ability to inspire people to work for them). (2) Experience of the job to be managed. (3) Appropriate technical knowledge. (4) Experience under effective management, i.e., learning by example. (5) Knowledge of management techniques, e.g., work study, budgetary control, etc.

The supervisor's job was a key job. He (or she) had the final responsibility for linking labour, materials and resources. He had an immediate "line" responsibility to his boss, as well as the "functional" experts (time study department, cost accounts, etc.) to deal with, and probably "staff relationships" with the personnel department or other advisory sections of the organisation. In management, responsibility and authority were complementary, and the supervisor must be upheld as the most important person in his own department. Individual responsibility and authority must be defined—by precedent, in writing, on a chart showing management structure—and clearly understood by everyone in the organisation.

The personality of a supervisor was reflected in the behaviour of the people who worked for him. A strong personality could make a permanent impression upon the organisation—for good or ill. (Mr. Bramley told an amusing anecdote concerning a manager who had a habit of talking "out of the side of his mouth." Long after he had left the company, his successor was noted to have acquired the same habit!)

Challenge of our Time

A manager's ability to select and retain the right people in the right jobs contributed much to the success of an organisation. The big challenge of our time was to find ways and means of making work interesting and satisfying for a large number of people who were, of necessity, engaged upon unskilled repetitive work. But it was just as important not to overlook the danger of nervous breakdown caused by the inability of workers to stand up to the demands of their jobs. Dr. Tredgold of the Roffey Park Rehabilitation Centre, estimated that 20 per cent of executives today were suffering as a result of too much mental pressure.

How can a supervisor get himself accepted as "the boss?" Mr. Bramley gave his audience some tips based on his personal experience and philosophy. A supervisor should exercise restraint in exerting authority. People became negative if they were bossed around. He recommended the technique advocated by Mary Parker Follett in her book—*Dynamic Administration*—that the only effective way of giving orders was to encourage people to give themselves those orders which were dictated by a given situation or set of circumstances. The job of the supervisor, therefore, was to become "an interpreter of situations."

Encourage Workers

A supervisor should always encourage the people working for him. Encouragement was more important as a means of increasing production than time study techniques or bonuses. If criticism meant discouraging a worker, then he, personally, said Mr. Bramley, would not criticise. The good supervisor should: never give promises unless he was certain he could fulfil them; never have favourites among subordinates; never lose his temper, or if he did, he should avoid making decisions until he had calmed down; never express opinions on controversial subjects such as politics—this created unnecessary resistances.

In dealing with colleagues he should be "positive." If he made a mistake, or was rude, he should apologise and heal the disagreement as quickly as possible. If a supervisor continually found himself in disagreement with the policy or decisions of management,

Members of the course for women supervisors take time off to face the camera. In the front row are discussion leaders, Miss R. M. Druce (C. & J. Clark Ltd.), Miss W. Gode (P. M. & W.), Mrs. D. Dwyer (Aston Chain and Hook Ltd.), (3rd, 5th and 6th from left respectively). Course tutor, David H. Bramley (2nd row right).

then he must either adjust his personal policy—or leave the firm. A high standard of morale in the workshop could only be obtained by getting subordinates to be sympathetic towards management policy, and this could only be done if the supervisor himself understood that policy and supported it.

Management's job was the effective use of labour, materials and resources in the interests of the shareholders, consumers, workers, the local community and the nation. This was a recognisable and acceptable common objective for management and workers. Both shareholders and workers were also consumers, and whether as members of a local community, or of the nation, they were dependent upon the economic success of the organisation. The provision of stable employment, ensuring a good standard of living, the care of the health and welfare of the working community, were the responsibilities of management. Supervisors were part of management and the success of their work therefore had repercussions not only upon their own department and the company, but upon the community in general.

British Workers Praised

MEMBERS of the United States team which visited Britain under the auspices of the Anglo-American Productivity Council, were impressed by the morale of workers in the pressed metal industry. Their report pays tribute to the relationships between employers and unions which appeared to be at a high level of friendliness and cordiality, with the individual workers responding with a maximum effort of intelligent co-operation to the drive to increase production. On the whole, their physical effort was greater than that of their American counterparts whose efforts, however, were made more effective by mechanical aids. But British industry was well ahead of American in improving worker morale and productivity through the maintenance of excellent welfare programmes and working conditions.

Recommendations

Among the factors favouring productivity in the British industry was the realisation that the country's existence depends upon the production and export of manufactured goods; the feeling that there was a greater equality of sacrifice and more equitable distribution of goods and services among the population; fair bargaining; incentive systems; decent working conditions; a willingness to accept technological changes; and union and company education programmes.

The team recommended that British managements should be more cost-conscious, adopt improved production and handling methods, improve plant lay-out, and impress upon workers the need for better safety education and practice.

Fewer Unemployed

STATISTICS issued by the Ministry of Labour showed that at May 11 the number of workers unemployed represented 1.6 per cent of the total working population; on April 11 it was 1.8 per cent. During April the number employed in fishing and agriculture increased by 15,000, the building industry reported an increase of 9,000, and there was a seasonal influx of 10,000 in the catering trades. There were also increases in textiles and clothing production.

WAGES NEWS

COTTON WORKERS—Union representatives of about 270,000 cotton and rayon operatives have decided to renew their claim for a 10 per cent wage increase which was rejected by the Industrial Disputes Tribunal in January.

DOCK WORKERS—A claim for a substantial wage increase for about 100,000 dock workers is being submitted by the unions concerned to the National Joint Council for the Port Transport industry.

FOUNDRYMEN—Resolutions asking for a 15 per cent wage increase for all workers, a new wages structure, an increase in annual paid holidays from sixteen to twenty days, equal pay for women and better pay for apprentices, labourers and dressers, were passed at the annual conference of the Amalgamated Union of Foundry Workers.

LAUNDRY WORKERS—A claim for a wage increase of 15s. a week for adult men and women laundry workers is to be put to the Laundry Wages Council by the union side. A separate claim is to be put on behalf of workers in Co-operative-owned laundries by the Union of Shop, Distributive and Allied Workers.

MINERS—Scottish miners, at their conference at Aberdeen last month, unanimously passed a resolution asking their executive to demand an increase for all day-wage workers.

The Derbyshire area council of the National Union of Mineworkers has asked the National Coal Board to raise the pay of coal-face machine operators by 3s. to the level of that of piece-workers.

POST OFFICE WORKERS—Claims for increases averaging £1 a week are being made on behalf of 162,000 members of the Union of Post Office Workers

Disablement Benefit

PROPOSALS that disablement benefit shall be paid wherever disablement is assessed at 1 per cent or more, whether disablement is permanent or not, are contained in the National Insurance (Industrial Injuries) (No. 2) Bill.

The present practice is for benefit to be paid only if the disablement is permanent, or likely to become so, or is both substantial and permanent. Disablement is regarded as "substantial" if assessed by a medical board at 20 per cent or more.

The bill also deals with a number of subsidiary matters such as the period of payment for injury benefit, hospital treatment allowances, dependents' allowances, extension of insurance to people employed on certain classes of ships and aircraft, etc.

Night Work To End

ALL night work in the hosiery industry will end on September 30, according to a statement made by the general secretary of the National Union of Hosiery Workers at their annual conference. Many firms had eliminated the third shift, but some had applied for permission to continue the three-shift system. The union would not agree to this, but would use its own discretion regarding the temporary working of three six-hour shifts in an emergency.

Wage Increases

ABOUT 792,000 workers received wage increases amounting to £144,000 a week during April; about £66,000 of this was awarded as a result of statutory orders made by Wages Councils. Figures are given in the May issue of the *Ministry of Labour Gazette*.

Insurance Agreement

THE first reciprocal national insurance agreement in the Commonwealth has been concluded between Australia and Britain. This means that social security benefits—pensions, sickness and unemployment benefits and family allowances—are interchangeable between Australians and Britons in whichever country they reside. It is hoped the agreement will come into operation early in 1954. Negotiations are proceeding for a similar agreement with New Zealand.

Union's Lead

THE first permanent, residential training centre to be run by a British trade union was opened by Frank Foulkes, president of the Electrical Trades Union, at Esher Place, Surrey, last month. Branch officers and shop stewards will attend six-day

courses on industrial negotiations and agreements, trade union administration, and social and economic questions, at the union's expense. The first students to take the course are shop stewards from the electricity supply industry.

Foremen's Wage Claim

DELEGATES to an emergency conference of the engineering section of the Association of Supervisory Staffs, Executives and Technicians, held last month, gave union leaders powers to take drastic steps to secure the pay increases demanded last July.

For a year the Association has been pursuing a claim for a 20 per cent wage increase for about 11,000 foremen and executives which was first rejected by the employers, and then refused reference to the Industrial Disputes Tribunal by the Minister of Labour who maintained that it could not be submitted for arbitration under the terms of the 1951 Order. The Minister based his refusal on the grounds that the Association was not a party to rational negotiating machinery and did not cater for a substantial number of engineering workers. The Association challenges this interpretation of the Industrial Disputes Order.

The application for a wage increase was made because of the rising cost of living and the narrowing wage differentials between foremen and operatives. The general secretary of A.S.S.E.T. stated that in the engineering industry supervisory grades often earn less than workers on the shop floor and the industry was not recruiting the best men for managerial posts because promotion often meant accepting reduced earnings.

Dates for your Diary

"SHARING the Information" is the subject for discussion at the summer conference of the Industrial Co-partnership Association to be held at Somerville College, Oxford, July 10 - 12. Speakers include Sir H. Stanford Cooper, E. Fletcher, Prof. F. W. Paish, Dr. E. Wight Blake, Dr. W. G. Hiscock, Halford W. L. Reddish.

This year's annual conference of the Industrial Welfare Society is to be held at Keble College, Oxford, from July 2-6. The subject is "Progress in Relations at Work."

Also at Keble College is the I.W.S. fourth annual conference for apprentices, from September 3-7 and 8-12.

"The Girl at Work" is a mid-week residential conference to be held at Dillington House, Ilminster, Somerset. The purpose of the course is to teach the girl entering industry or commerce the importance of work both to herself and to her firm. Information can be obtained from the Warden.

The wearer of this safety boot escaped with only bruises when a 25 lb. pawl, which he was putting into a lathe, slipped and fell on to his foot.

Disputes in 1952

LAST year there were more stoppages in industry as the result of disputes than in any year since 1949. About 1,792,000 working days were lost, involving 416,000 workers. The coal-mining industry was the most seriously affected; 273,500 workers were involved in strikes which caused the loss of 660,000 working days. The vehicle industry with 457,000 lost days, and building and contracting with 157,000 lost days, were the next most affected by disputes.

Personal

A. D. Bonham-Carter has been appointed to the Board of Unilever Ltd. Mr. Bonham-Carter was appointed head of the Personnel Division of Unilever Ltd. in 1950; he joined the company as a management trainee in 1929.

A. N. Holland has been appointed training manager of T. Wall and Sons Ltd. Following Mr. Holland's appointment, fourteen-day courses for supervisors have been inaugurated at the London factory. Safety courses are also being arranged and there is a regular series of induction courses for newcomers.

A. E. Tatler has been appointed personnel manager of St. Mary's Mills, Leicester, branch of Dunlop Rubber Co. Ltd. He was previously management secretary to the works committees at the company's Speke factory.

In Brief

Reconstitution of Wages Boards for the protection of workers employed in unlicensed residential establishments is urged by the Catering Wages Commission in its annual report for 1952.

* * *

The Minister of Labour has reappointed the National Youth Employment Council, and its Advisory Committees for Scotland and Wales, for a further period of three years.

* * *

Payment by results schemes in the construction industry, the guaranteed wage and factors bearing on produc-

(*Continued on page* 34.)

Looking at New Houses

A party of employees of the Vitamins Group on a visit to Crawley, where they inspected the housing estate and the new factory which the company is opening soon.

New Canteens No. 4

Air Conditioning and a Roof Promenade

NEWLY built in the blitzed city's developing shopping area, the F. W. Woolworth & Co. Ltd. Bristol store is one of the most modern in the company's chain, and the staff canteen is in keeping with the general luxury of the premises. The canteen proper, and its attendant amenities, which include a lounge and roof promenade, are on the top floor of the building. It is self-contained, with its own kitchen, despite the existence of large and elaborate kitchens which serve the public cafeteria.

The canteen staff of six cater for all the employees, including the cafeteria staff; they provide snacks and main meals throughout the day from 9.30 a.m. to 5 p.m. Total labour force in the store is about 300 and this is augmented at peak shopping times, to well over 400.

Sales and stores staff have breaks of one hour at midday, ten minutes in the morning and fifteen minutes in the afternoon. Since a continuous service is provided to the public, sales staff necessarily have to take their breaks in staggered groups. While this avoids peak loading of the canteen facilities, it means that an easy flowing service must be maintained. In practice it works out that groups of between fifty and sixty begin using the snack service, for ten minutes each group, at 9.30 a.m. Thus, the mid-morning break is dealt with by 10.10 a.m.

The midday meal break is also staggered, and main lunches are available for the first group at 11.30 a.m. Spread over three hours, the lunch service closes at 2.30 p.m.

At 4 p.m. groups of store staff arrive in the canteen for the fifteen-minute break, and relays are dealt with up to 5 p.m. Catering staff use the canteen at times suitable to themselves.

The kitchen is well equipped and spacious. Cooking is done on two heavy duty gas cookers, and there is a separate fish frying range, and a gas griller. Electric machines are used for vegetable preparation. All cooking utensils and vegetables are stored in well-constructed easily accessible wooden fixtures. Sinks, draining boards, and surfaces likely to come in contact with food are all in stainless steel.

Air extraction ducts over the appropriate equipment draw off heat and cooking fumes. The floor is surfaced with hard red tiles.

Two main hatches open to the dining-room, one for serving and the other for the reception of used crockery. A washing machine is placed strategically between the hatches so that returning crockery from one hatch goes through the machine and comes out ready to be issued

By FRED. C. HAYDEN

through the serving hatch. All the clean crockery is kept in the hot closets in the dining-room. These closets are in a long run forming the service bar. Two of the canteen staff are on duty here, one serving up, and the other taking the money and recording the dishes served. On the opposite wall of the kitchen another hatch serves the men's dining-room. Women only use the large main dining-room. All service is on the cafeteria system.

Food is bought locally, and each week the cook submits a list of suggested menus to the staff supervisor, Miss E. G. Bentley, who adjusts in accordance with supplies and requirements. Lunches are supplied for 9d. This includes soup, sweet bread and butter or cheese and biscuits, and tea, or coffee. Bought separately, tea costs 1d. per cup; rolls and butter with various fillings are 1½d. The canteen operates on a non-profit making basis.

The floor of the dining-room is in rubber tile, and the lower half of the walls panelled with plastics set in bird's eye maple. Upper wall sections are in cream paint with raised wave design. Chrome tables are fitted with plastics tops, and the chairs are also tubular chrome, with red leather seats.

The lounge is similar but here the furniture consists of low tables and arm chairs all in chrome and red leather. Windows run along one side in both the lounge and dining-room with french windows leading off to the roof balcony which is on the same level. Air conditioning is installed throughout.

Radio is available in both rooms, and books, magazines, periodicals and newspapers are provided in the lounge. Smoking is permitted. On the roof balcony flowering plants are cultivated in ornamental boxes, and the staff can relax here in comfortable deck chairs. Cloakrooms are situated across a corridor. Hot pipes beneath the clothes racks ensure dry clothing on rainy days.

Runs of washbasins and lavatories are in an adjacent spacious room. A special room is provided for the girls' handbags, and this is fitted with numbered compartments into which the bags are placed. Two attendants are on duty in this room, which is kept locked.

One of the attendants accepts orders for purchases by the staff, and obtains and parcels up the goods ready to be collected with the owner's handbag at the end of the day.

A corner of the comfortable staff lounge adjoining the canteen. Employees can sit here, or on the balcony, and read or listen to the radio.

The Welfare Officer and Civil Defence

IF war came, what would be the responsibilities of the industrial welfare officer?

An answer is given in the May issue of *Industrial Civil Defence Review*, organ of the Society of Industrial Civil Defence Officers. The special tasks of the welfare officer, states the author, would be shelter welfare, emergency feeding, information service, pay and evacuation.

The welfare officer should prepare himself for these duties now, the article continues. In co-operation with the works Civil Defence Officer, he should know the sites of all existing shelters. "There are many of these remaining from the last war which are either quite adequate in their present state or can be made so at little cost." If new shelters are to be built, the welfare officer might help the C.D.O. to site them and—when they have been built—to maintain them.

He should start now to plan emergency feeding arrangements, and keep an eye on what the canteen management are doing to train their personnel in this important aspect of factory defence.

He should be thinking up means of keeping the worker in touch with his family if the factory is blitzed, and be prepared for short periods to take the place of such services as the Citizens' Advice Bureau. And, suggests the article, it would be no bad idea if he compiled a list of the names of men who, in an emergency, could do first-aid repairs to the homes of their fellow workers.

Altogether, the article is full of useful suggestions, and typical of the standard of service which this comparatively new society is giving to its members, who now number over 240.

PERSONNEL NEWS BULLETIN

Continued from page 32

tivity, are among the subjects to be discussed by delegates to the International Federation of Building and Public Works' conference to be held in London from July 12-17.

* * *

Nottingham Council of Social Service is inquiring into the need for cheap hostel accommodation for working girls in the city. Personnel managers and other representatives of industrial concerns are to be invited to discuss the problem at a special meeting to be held in the autumn.

* * *

The Laundry Industry Education Board is endeavouring to raise £23,000 for the endowment of scholarships for training laundry personnel.

* * *

The Committee of Inquiry on the Rehabilitation of Disabled Persons is now receiving evidence from interested persons and organisations. Anyone wishing to give evidence should send a memorandum, containing the points they wish to bring to the notice of the Committee, to the joint secretaries at 32 St. James' Square, London, S.W.1, as soon as possible.

* * *

Central Council for Health Education is holding a summer school at the Royal Holloway College, Englefield Green, Surrey, from August 10-20, for medical officers, industrial nurses, personnel and welfare officers and social workers.

* * *

Junior Institution of Engineers is offering a scholarship, value £150 for one year, to young engineers to help them in their technical education and practical training.

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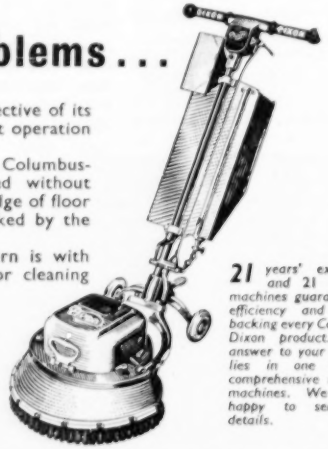

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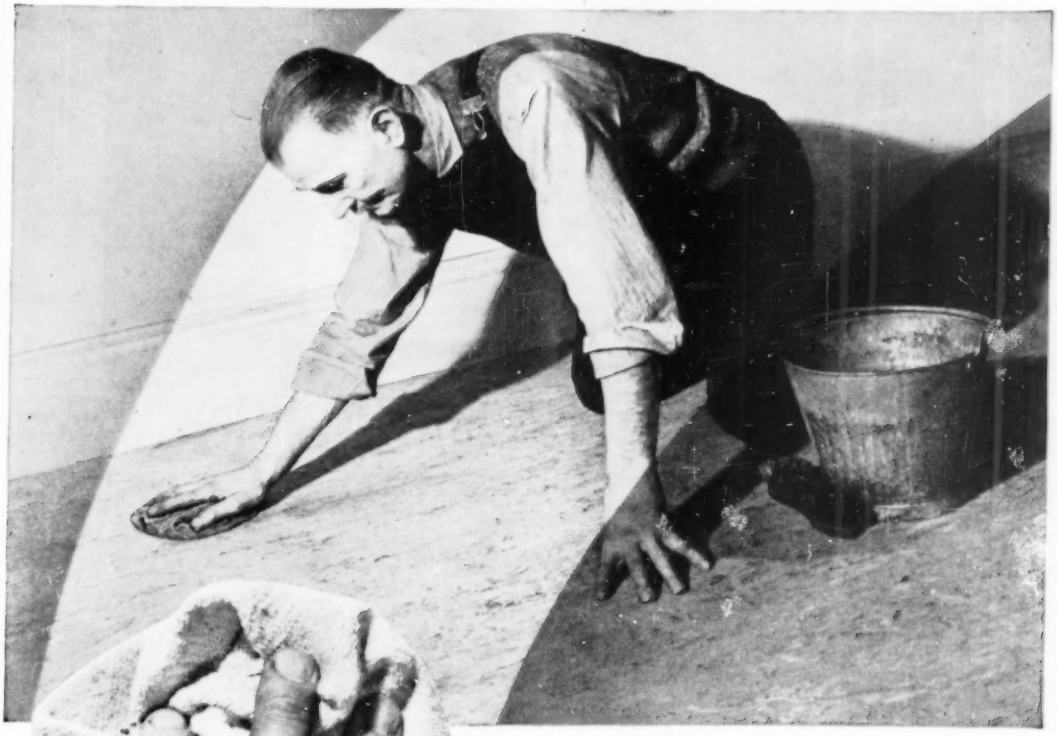

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New Industrial Equipment

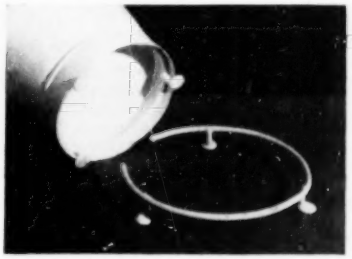
EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph or the firm's name. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

WELFARE

Bucket Silencer

NO more nerve-racking clatter of buckets! This is what the makers of the bucket silencer claim. Covered in cream or white plastic, this circle of steel wire fits on to the base of any bucket and raises it 1 in. from the floor. The three plastic-covered feet



grip the floor silently and without scratching. This attachment comes in 7½ in. and 8½ in. diameters. **(PM/637.)**

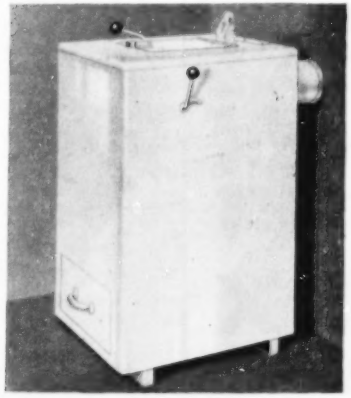
Seeing and Hearing Aid

THESE "hearing spectacles" are designed so that the bone conduction receiver—which is worn over the mastoid bone—can be fitted to a pair of spectacles, giving the same pressure as a headband but being, it is said, more comfortable and less conspicuous.

As can be seen from the illustration, a clip at the end of one earpiece holds the conductor in position. All that can be seen is a few inches of flesh-coloured wire linking the conductor with the hearing-aid itself, tucked away in a waistcoat pocket. For someone who does not have to wear glasses in the normal way, but who has to use a hearing-aid, "hearing spectacles" can be fitted with plain glasses. **(PM/638.)**

New Incinerator

PRODUCED for use centrally in buildings having oil-fired boilers or other heated systems that preclude burning of refuse, this sanitary incinerator is 18 in. by 20 in. by 36 in. high. The rating is 6 kW and the incinerator is arranged for direct connection to the mains. A heat-resisting

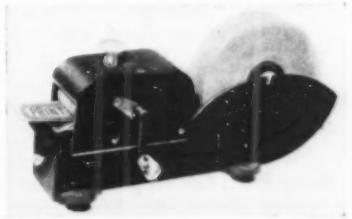


lining and thermal insulation are provided. A double charging lid, fitted at the top of the unit, measures 8 in. by 10 in. and has an internal spring seal.

The temperature is controlled by means of a process timer which allows settings of up to one hour; this period being found adequate for all purposes of drying and ignition. A hand-operated rocker hearth is fitted and there is a withdrawable ash drawer at the bottom. A 6 in. flue outlet is provided at the back of the unit. **(PM/639.)**

PACKING

Packing Labour-Saver



BY turning the handle of this new gum-tape dispenser, the operator can moisten the tape on one side and print a trade-mark or advertisement on the other. The ink is said to dry instantaneously. Design and colour of ink can be changed as often as is wanted.

A button, when pressed, shears the tape off at any required length. Maximum width of tape: 1 in. Maximum diameter of roll: 7 in. **(PM/640.)**

CANTEEN

Hygienic Mops

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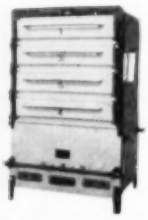

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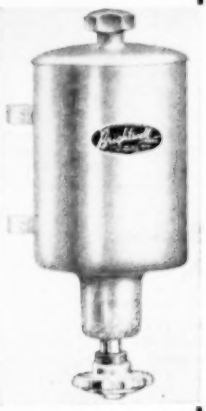

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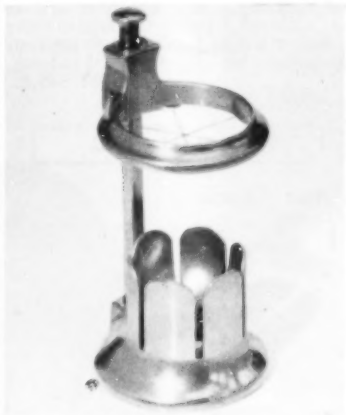
on an aluminium base. The wire cutters are strung on a circular frame which moves on an upright. This can



be locked at the top so that it does not slip down while the egg is being placed in position or removed. **(PM/642.)**

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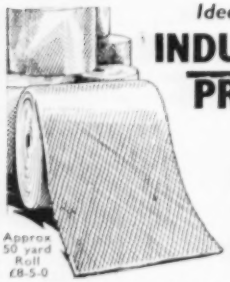

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 781. The Road Haulage Wages Council Wages Regulation (Amendment) Order, 1953. Dated May 5, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d.* (Amends Order R.H.(40), as amended by R.H.(42), by adding certain localities to the list of Grade 1 Areas set out in the Schedule to Order R.H.(40). Operative from May 25, 1953.)

No. 787. The Stamped or Pressed Metal-Wares Wages Council (Great Britain) Wages Regulation Order, 1953. Dated May 8, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d.* (Revokes Orders Q.(70) and Q.(76) and fixes new statutory remuneration payable. Operative from May 29, 1953.)

No. 848. The National Insurance (Additional Days of Unemployment Benefit) Regulations, 1953. Dated May 18, 1953, made by the National Insurance Joint Authority, in conjunction with the Treasury, under Sections 12(1) and 65(2), National Insurance Act, 1946(b). *H.M.S.O.* 4*d.* (Enable a person to qualify, in certain circumstances, for unemployment benefit for more than 180 days without requalifying. Operative from July 5, 1953.)

No. 846. The Transferred Undertakings (Compensation to Employees) (Amendment) Regulations, 1953. Dated May 15, 1953, made by Minister of Transport under Section 101, Transport Act, 1947(a). *H.M.S.O.* 2*d.* (Amends the Principal Regulations governing payment of compensation to employees of road haulage undertakings compulsorily acquired by the British Transport Commission by enabling certain persons who have been, at some period between January 1, 1940, and the date of acquisition, owners or part-owners of an undertaking, to be eligible for compensation. It also enables a period of engagement in A or B licence work as an owner or part-owner to be reckoned as whole-time service in reckoning compensation. Claims must be made within 13 weeks of May 29, when these Regulations become operative.)

No. 867. The Wages Regulation (Licensed Non-Residential Establishment) (Managers and Club Stewards) (Amendment) Order, 1953. Dated May 26, 1953, made by Minister of Labour and National Service under Section 8, Catering Wages Act, 1943(a). *H.M.S.O.* 3*d.* (Amends Order L.N.R.(26) by increasing statutory minimum remuneration payable. Operative from June 21, 1953.)

GENERAL

Catering Wages Commission. Ninth Annual Report, 1952. Issued by the Ministry of Labour and National Service, May, 1953. *H.M.S.O.* 3*d.*

Civil Defence. Training of Civil Defence General, Rescue and Tactical Instructors. Training Memorandum No. 6. Issued by the Home Office, April, 1953. *H.M.S.O.* 1*s.*

Civil Defence. Manual of Basic Training, Vol. II. Pamphlet No. 4. **Basic Rescue.** Amendment No. 2. Issued by the Home Office, May, 1953. *H.M.S.O.* 2*d.*

Careers for Men and Women. (2) Actuarial Work. Issued by the Ministry of Labour and National Service, May, 1953. *H.M.S.O.* 6*d.*

Choice of Careers. (New Series). **Printing (No. 45), Bookbinding and Printer's Warehouse Work (No. 49).** Issued by the Central Youth Employment Executive, May, 1953. *H.M.S.O.* 1*s.* 3*d.* each.

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 350. Wage Rates of Manual Workers Employed by Local Authorities in Scotland. Claim: Increase of 8 per cent on existing male basic rates; minimum female rates to be adjusted to 75 per cent of male rate. Award: Increase of 4s. a week to men and 3s. to women, with proportionate increases for juniors under 20 years of age. The question of adjustment of minimum rates for women was referred back for negotiation between the parties. (5/5/53.)

No. 351. Claim in Regard to the Grading of an Engineer Employed at an Institution in Scotland. Claim: That a certain worker be graded and paid as engineer-in-charge. Award: In favour of claim. (5/5/53.)

No. 352. Rates of Wages of Certain Machine Operators Employed by an Engineering Firm in Fife. Claim: For rates of pay and conditions of service not less favourable than those operating in other engineering concerns in the Kirkcaldy district. Award: That the rate of milling machine and drilling machine operators shall be 3d. per hour (2s. 3d. per week) below rates paid to skilled workers. (6/5/53.)

No. 353. Payment for Annual Holidays to Two Workers Employed by a Firm Engaged in the Manufacture and Repair of Furniture in London. Claim: For payment by the company for annual holidays. Award: In favour of claim. (6/5/53.)

No. 354. Remuneration of Administrative, Professional, Technical and Clerical Staffs Employed by Local Authorities in the London Area. Claim: For increase in amount of London "weighting." Award: Claim not established. (7/5/53.)

No. 355. Remuneration of Certain Workers Employed in Connection with the Wholesale Distribution of Meat in the North Western Area. Claim: That senior clerks, Grade 2, should receive the same rate as assistant managers, Grade 1; and senior clerks, chief clerks, checkweighmen and general clerks should receive a bonus payment on all "export" meat on similar lines to the bonus paid to meat porters. Award: Claim not established. (8/5/53.)

No. 356. Rates of Wages and Conditions of Employment of Certain Workers Employed by a Firm of Aluminium Foil Manufacturers in Glasgow. Claim: For substantial wage increase and specified conditions of employment. Award: (1) Workers in Grade 1 to be upgraded to Grade 2; (2) present 5 per cent bonus to be withdrawn; (3) basic time rates for male workers, Grade 2 and 3, to be increased 10s. per week, and for female workers, Grades 2, 3 and 4, by 6s. per week, with proportionate increases for juniors; (4) payment for annual holidays at appropriate basic rate; (5) the claim that shift workers on the 2 p.m. to 10 p.m. and the 10 p.m. to 6 a.m. shifts should receive 44 hours pay for five shifts Monday to Friday was not established. (11/5/53.)

No. 357. Rates of Wages in the Refractory Brick Industry in Scotland. Claim: For wage increase of 3d. per hour for men, with proportionate increases for women and juniors. Award: Existing rates of male time-workers to be increased by 1½d. per hour, and the flat rate addition for pieceworkers and task-workers to be increased 1½d. per hour; proportionate increases to be granted to women and juniors. (15/5/53.)

No. 358. Rates of Wages in the Building Brick Industry in Scotland. Claim: Increases of 3d. per hour to male time-workers and pieceworkers with corresponding amounts for women and juniors. Award: Existing rates of male time-workers to be increased by 1½d. per hour, and the flat rate addition for piece-workers and task-workers to be increased by 1½d. per hour; proportionate increases to be granted to women and juniors. (15/5/53.)

No. 359. Rates of Wages of Workers Employed by a Firm of Rayon Manufacturers in Essex. Claim: For substantial wage increase. Award: Increase in basic rates of 1d. per hour for men, ½d. for women, and proportionate amounts for juniors. (18/5/53.)

No. 360. Rates of Wages in the Slag Industry. Claim: For wage increase of 2d. per hour. Award: Increase in minimum basic rates of 1½d. per hour. (19/5/53.)

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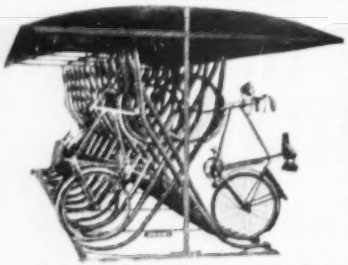

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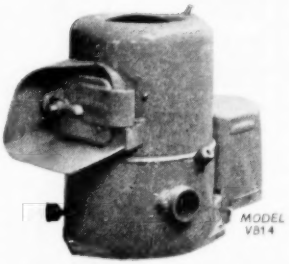

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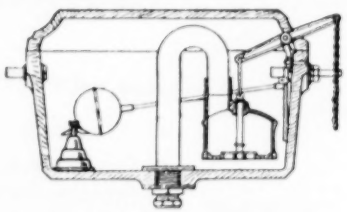

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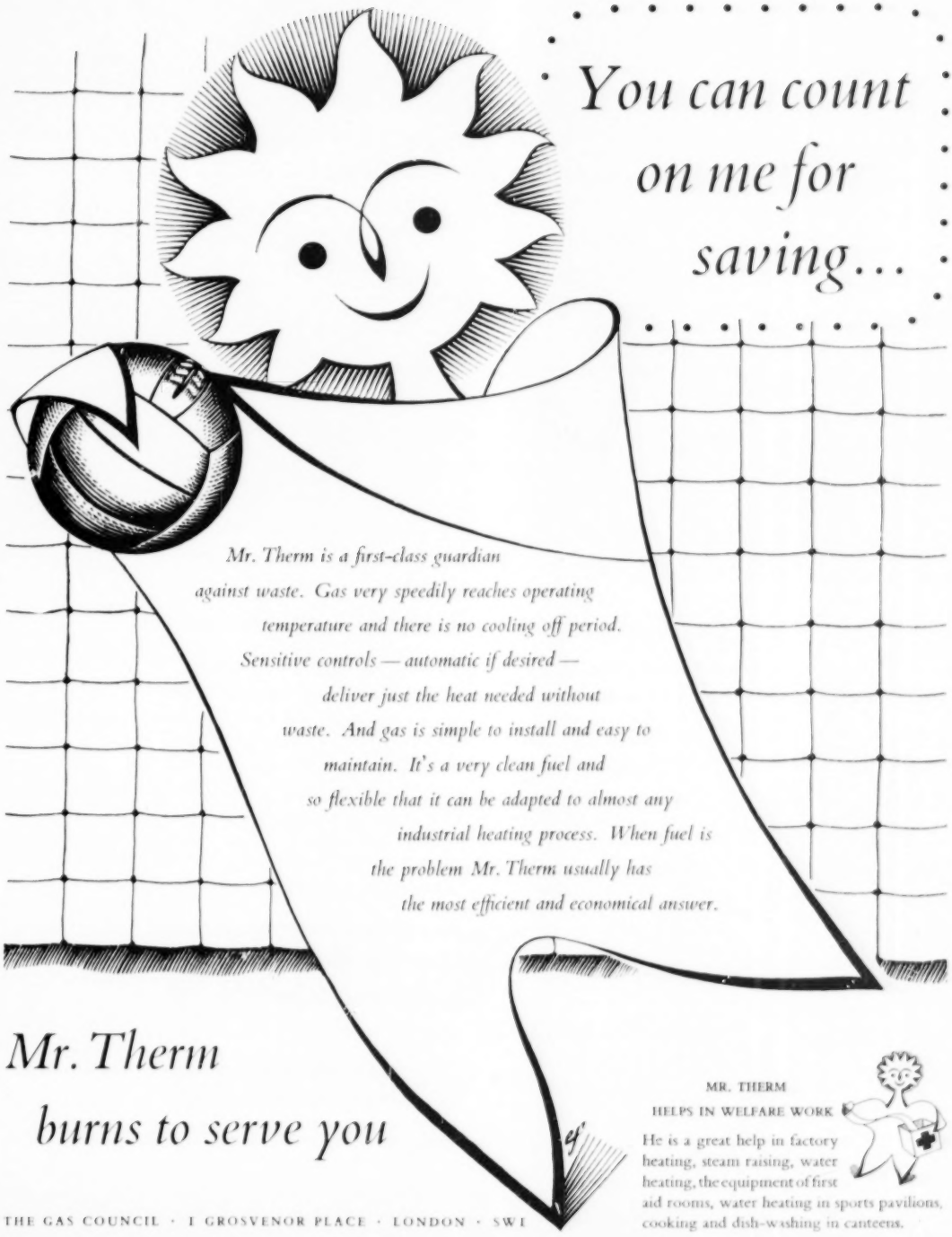

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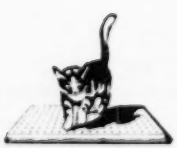

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